

**French corruption**

Steps to counter the backlash against business

Page 15

**Banana split**

EU's import plans run into trouble

Page 14

**Beirut's revival**

Lebanon's capital back on the map

Pages 10 &amp; 15

**Usinek spotlit**

Where oil spills are a way of life

Page 3

# FINANCIAL TIMES

Europe's Business Newspaper

MONDAY OCTOBER 31 1994



D95274

## Bosnian Serbs declare state of war after reverse

Bosnian Serb leader Radovan Karadzic declared a full-scale state of war after Serb forces suffered their greatest setback since fighting began in Bosnia. Bosnian government forces continued their offensive in the north-west of the country, raising fears of a Bosnian Serb counter-attack against Bihać, the Moslem enclave which is one of six UN safe areas in Bosnia. "If the pocket is attacked, the UN will have no choice but to request Nato air support," a UN spokesman said. Page 2

**US midterm election outlook:** A few closely-watched races in the US midterm elections may be turning in favour of the Democrats, but the trend may not be enough to stop big Republican gains, including control of the Senate. Page 16; Balot initiatives stir up voters. Page 5

**Deutsche Telekom:** Germany is set to announce which banks are to play leading roles in the privatisation of Deutsche Telekom, with Goldman Sachs, US investment bank, the most likely candidate to handle the international placing. Page 17

**US rail bid battle intensifies:** Union Pacific, US railway company, raised its bid for Santa Fe Pacific to \$20 a share or about \$3.8bn. It said its revised bid was more than 16 per cent higher than Burlington Northern Inc's latest offer, valued at \$17.13 a share or \$3.2bn.

**Frelimo heads for Mozambique poll win:** Mozambique last night seemed within reach of a lasting peace when the country's former rebel leader, Afonso Dhlakama, the head of Renamo, indicated he would accept the outcome of the country's first multi-party elections.

Early results suggested a comfortable victory for the ruling Frelimo party led by President Joaquim Chissano (above). Page 4

**White House shootings:** The Clinton administration seized on Saturday's White House shooting to underscore its arguments that President Bill Clinton was right to have pushed for bans on semi-automatic assault weapons. Page 5

**Union Bank of Switzerland:** is again urging its 22,000 Swiss employees to vote their shares in support of the directors in their proxy fight with Zurich fund manager Martin Ebner over the bank's strategy. Page 17

**Search for OECD chief in disarray:** The search for a new secretary-general of the Organisation of Economic Co-operation and Development is again in disarray, with several new options being discussed by the 26 member countries of the Paris-based research body. Page 5

**Airlines attack departure tax:** The International Air Transport Association said the introduction from tomorrow of an airport departure tax in Britain was an example of government taxation policies undermining the recovery of the airline industry. Page 7

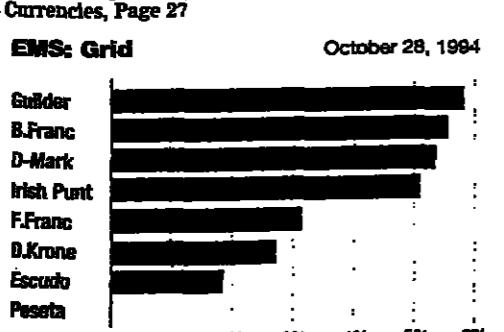
**Major supports cabinet colleague:** UK prime minister John Major offered strong backing for Treasury chief secretary Jonathan Aitken as the government prepared for a confrontation in parliament over allegations of ministerial sleaze. Page 7

**China shows confidence abroad:** China's leaders begin a series of foreign missions this week in a virtually unprecedented show of diplomatic zeal that underscores China's growing self-confidence internationally. Page 4

**Trade mark changes:** British businesses will be asked to register three-dimensional shapes, sounds and smells as trademarks for the first time today as new trade mark legislation comes into force. Page 7

**European Monetary System:** There was no change in the order of currencies in the EMS grid last week, nor in their relative strengths, as the Bundesbank council held its interest rate policy steady. The Bank of Portugal trimmed two money market rates, with the regular rate for draining funds falling to 4.5 per cent from 8.75 per cent. Currencies, Page 27

**EMS Grid** October 28, 1994



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the system. Most of the currencies can fluctuate within 15 per cent of agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the guider which move in a narrow 2.25 per cent band.

**Lawsuits grow over sackings:** Companies with US operations are being hit by a spate of employment discrimination lawsuits in the wake of widespread corporate "downsizing". Page 5

**Pope names 30 cardinals:** Pope John Paul II nominated 30 new cardinals, broadening the international base from which a future pontiff will be chosen. Page 2

Austria	Schill	Greece	D-DM	Malta	Un-DL	Croatia	OP13.00
Belarus	Den-250	Hong Kong	HK15	Monaco	MD15	S. Arabia	SR11
Bulgaria	Bulgarian Lev	Bulgaria	1.165	Malta	MD15	Singapore	SG1.20
Bolivia	Loc-10.00	Bolivia	1.215	Morocco	MD15	Slovenia	SIK1.50
Cyprus	CS-1.10	India	Rs60	North Korea	Nei-20	S. Africa	R12.00
Czech Rep	CSK10	Ireland	Sh64.00	Norway	Nkr17.00	Spain	Pe22.50
Denmark	DK-10	Italy	L3000	Oman	OR1.50	Sweden	Sk16
Egypt	EG-100	Japan	Y500	Pakistan	R40	Switzerland	SF6.30
Estonia	EU-20	Jordan	JOD1.50	Philippines	Ps65	Tunisia	STG1.00
Finland	FI-114	Kuwait	FA1.00	Poland	PL 21.000	Ukraine	U20.000
France	Fr-15.00	Luxembourg	US\$1.50	Portugal	Ps65	Turkey	L20000
Germany	DA-3.00	Latvia	LV15	Ed25	UAE	DH12.00	

© THE FINANCIAL TIMES LIMITED 1994 No 32,511 Week No 44

## Mark Thatcher deal supported by Tory backers

By William Lewis in London

Mr Mark Thatcher, the son of former prime minister Baroness Thatcher, secured backing for one of his biggest US investment deals from some of his mother's closest business supporters.

Hanson, the UK-quoted conglomerate, and Mr Li Ka-Shing, the Hong Kong billionaire - both of whom have been substantial donors to the Conservative party - invested in a US business consortium put together by Mr Thatcher and his then partner, Mr Bruce Leadbetter.

Hanson said it has lost \$130,000 on its investment of \$400,000 made in the late

1980s. Mr Martin Taylor, a vice-chairman of Hanson, said last week: "We knew that Mark Thatcher was involved when we agreed to make the investment. It was the only time we invested with him."

Mr Thatcher denied that he had exploited his mother's connections. He said: "If the whole thing was funded by the Who's Who contributors to the party, then that would have been a different game. But for them to subscribe to two-fifths of the investment, I do not regard that as significant."

Other investors in Emergency Networks, a Dallas-based home security company in which Mr Thatcher and his partners invested, included Mr Bruce

Babbitt, currently US interior secretary, and Mr Jay Pritzker, one of the owners of the Hyatt Hotel chain.

Meanwhile, in the first detailed interview on his affairs for several years, Mr Thatcher poured cold water on wide-

**The Mark Thatcher Affair** Page 6

spread reports that he is worth tens of millions of pounds. "It would be significantly wrong to conclude that I am worth more than £5m," he said. "There is just nothing to support it apart from innuendo."

Conservative party officials have pointed to his US interests as the main

source of Mr Thatcher's wealth. They were rebutting allegations that he exploited his position as the only son of the then British prime minister to earn commissions from defence sales.

A Financial Times analysis of his US business interests, based on company filings and court documents, has found little evidence of significant earnings from his US activities. On the other hand, these activities have been coloured by two corporate collapses, litigation and boardroom rows.

In the interview, Mr Thatcher reiterated his denial that he received a commission from the \$20bn Al-Yamamah defence contract signed in 1985 between the UK and Saudi Arabian governments.

He confirmed that he is a friend of Mr Wafie Said, the millionaire businessman who acted as a go-between on the UK side of the Al-Yamamah talks in the mid-1980s. However, Mr Thatcher said: "Merely because I know this man does not mean to say that he is going to pay me £12m because I am a nice guy."

He said his latest foreign venture was in Azerbaijan, the former Soviet republic. Mr Thatcher said: "This whole idea that I have had tremendous success is just a myth."

"If I had tremendous success I would be running around trying to do the things that I am doing. I would be sitting on my own private island in the South Pacific, but I am not."

## UK commissioner considers resigning after loss of eastern Europe portfolio

## Brittan urged to stay in EU post



Incoming European Commission president Jacques Santer (centre) is surrounded at the Sennigen Castle, Luxembourg, by the commissioners to whom he has given portfolios

By Lionel Barber in Luxembourg and Philip Stephens in London

Page 2

■ Santer's choice packs a political punch

■ Brittan falls victim to his own cleverness and power

Page 15

■ Editorial Comment

Asian economies and the world's industrialised nations.

Amid obvious irritation at Downing Street and private acknowledgement that the British government's influence in Brussels had been diminished, Mr Major told Sir Leon that he was "disappointed" by the share-out of portfolios made by Mr Jacques Santer, the incoming Com-

mission president. Mr Major added in a telephone conversation with Sir Leon that his responsibility for trade relations with the developed world, including Japan and the US, was "crucially important".

The conversation came as British ministers echoed the implicit annoyance at Mr Santer's decision. The early admission of former communist countries to the Union is a central plank of Mr Major's overall strategy towards the development of the EU.

Tory Eurosceptics warned that the choice of Mr Hans Van den Broek of the Netherlands to oversee enlargement to the East heightened the risk of a confrontation between London and Brussels at the 1995 intergovernmental conference. One, Mr James Cran, described Mr Santer's decision as a "slap in the face" for those in the UK who wanted a wider rather than a deeper EU.

There was also a suspicion among Tory MPs that Mr Santer, whose candidacy for the presidency was supported by Britain after Mr Major had vetoed the choice of Mr Jean-Luc Dehaene, the Belgian prime minister, had been under pressure to prove his "independence" from London.

But Mrs Pauline Green, leader of the Socialist group in the

European Parliament, accused Sir Leon of "behaving like a spoilt child" after he hinted he might resign. "Sir Leon Brittan is clearly motivated by personal greed and ambition. He is not prepared to be a team player," she said.

Arguments over the division of external relations responsibilities in the new European Commission

Continued on Page 16

## Volvo to expand truck operations

By Kevin Done in London

Volvo, the Swedish car and commercial vehicle maker, is embarking on a far-reaching expansion of its truck operations in Europe and Asia.

The ambitious moves, which include the development of a range of trucks to allow it to enter the European light truck market for the first time, result from a fundamental review of global strategy started after the collapse of the group's planned merger with Renault nearly a year ago.

Volvo, the world's second-largest heavy truckmaker (above 15 tonnes gross vehicle weight), behind Mercedes-Benz of Germany, is focusing corporate development on its automotive operations with the divestment of most other activities.

As a key part of this strategy,

it plans to:

- Expand the capacity of its heavy truck operations in Europe by up to 20 per cent by mid-1996, with the investment of more than \$140m (\$140m).

- Develop a range of light trucks (7.5 tonnes gross vehicle weight) to allow it to challenge established rivals such as Mercedes-Benz, Iveco, MAN, Renault and DAF in this segment of the European market.

- Establish a joint venture in China with the aim of adding a production centre in Asia to

Continued on Page 16

## Closure of West Bank and Gaza to be eased by Israel

Palestinians and Jordan, while encouraging private-sector investment in cross-border and regional development projects.

Mr Shimon Peres, Israel's foreign minister, said a gradual easing of the Gaza and West Bank closure, enforced after the recent Hamas bombing of a civilian bus in Tel Aviv, was agreed after talks between Mr Yasser Arafat, chairman of the Palestine Liberation Organisation, and Mr Yitzhak Rabin, Israel's prime minister.

Yesterday's move came as senior Israeli, Palestinian and European Union officials started the Middle East and North Africa economic summit in Casablanca with an urgent review of the economic crisis threatening the Palestinian peace process.

The move was the first practical step taken at the start of the three-day conference opened last night by King Hassan of Morocco. The gathering of 10 heads of government, 450 government officials and 1,100 business leaders from 60 countries is aimed at evolving new regional, financial and economic institutions after Israel's recent peace agreements with the

West Bank and Gaza, and Jordan, while encouraging private-sector investment in cross-border and regional development projects.

This would mark the start of what Crown Prince Hassan, head of the Jordanian delegation, described as a "Middle East common market from the Atlantic to the Gulf" with a collective GNP of \$60bn.

Mr Warren Christopher, US secretary of state, said Washington would call for the adoption of principles leading to the "free movement of goods, capital, ideas and labour" across the borders of North Africa and the Middle East, establishment of the development bank, creation of a regional tourism authority and a regional business council.

Moreover, privatisation. Page 4

White House and Casablanca.

Page 15

## CONTENTS

## NEWS: EUROPE

# FT writers examine the line-up at the European Commission after the struggle to divide up portfolios

## Sir Leon felled in assault on his cleverness and power

By Lionel Barber in Luxembourg

Shortly after Mr Jacques Santer was appointed president of the European Commission, a senior Brussels diplomat noted a friendly warning to Sir Leon Brittan. "Of all the Commissioners, you have the most to lose under Mr Santer."

Sir Leon was taken aback. One of the stars of the outgoing Delors Commission, he found it hard to believe that Mr Santer would not wish to make the most of his talents.

The diplomat agreed, but pointed

out that Sir Leon risked being seen as too clever - and too powerful - for his own good in the incoming Santer Commission.

On Saturday afternoon, the warning came true. Sir Leon, chief EU trade negotiator, found himself stripped of the plum portfolio of central and eastern Europe, and pondering resignation. It is a stunning turnaround for a politician who was acclaimed a year ago as one of the architects of the Gatt Uruguay Round agreement and who had contemplated a bid to become Commission president.

Sir Leon's fall from grace may be

viewed as an inevitable come-uppance for someone who has never been a team player in Brussels. His caustic comments, razor-sharp intellect, and appetite for work have prompted jealousy as much as admiration among colleagues (with the exception of Mr Jacques Delors with whom he has much in common).

Sir Leon also misplayed his cards during negotiations over his new portfolio with Mr Santer. Colleagues such as Mr Manuel Marin, the senior Spanish commissioner, and Mr Padraig Flynn, Irish Commissioner, curried favour by offering to

surrender portions of their fiefdoms; but Sir Leon offered too little, too late. He also underestimated the Santer team's determination to end the division between economic and political affairs in the new Commission.

Thus, Sir Leon's opening offer was to give up the Northern Mediterranean, Turkey, Cyprus, Malta, and economic relations with former Yugoslavia; then he upped it to all of Asia, excluding Japan. On Saturday afternoon, he proposed giving up everything, including the powerful trade instruments, if he could keep relations with central Europe

and the former Soviet Union. Colleagues concede the gesture made little sense because it undermined Sir Leon's chief argument: that the eastern European dossier largely turned on economics and trade rather than politics and security, the specialty of Mr Hans Van den Broek, the Dutch commissioner who eventually won the day.

Yet Sir Leon was also the victim of events beyond his control. The decision to reward Mr Van den Broek was driven by the need to compensate the Netherlands after France and Germany snubbed Mr Ruud Lubbers, the outgoing Dutch

prime minister, in his bid to succeed Mr Delors as Commission president.

Neither German commissioner supported Sir Leon on Saturday afternoon - a surprise since the Bonn government continues to admire his contribution to integrating central and eastern Europe into the EU. Was it just an accident that Mr Wim Kok, Dutch prime minister, had paid a visit to Chancellor Helmut Kohl just days before the Luxembourg meeting?

Sir Leon also appears to have suffered from lingering resentment over the British veto of Mr Jean-Luc

Dehaene, the Belgian prime minister who was the Franco-German candidate to succeed Mr Delors, at last June's European summit in Corfu.

The veto won Mr John Major, British prime minister, a reprieve within his ruling Conservative party. It also propelled a reluctant Mr Santer into the top Commission post.

However, it left Mr Major little leverage when it came to pleading Sir Leon's case with European allies - and Mr Santer. "Corfu was not without cost," said a colleague of Sir Leon.

## Santer's choice packs a political punch

Future president's priority was a Commission that worked as a team, writes Lionel Barber

**N**obody said it was going to be easy. But after a day of tough talking inside Sennenhof Castle in the Grand Duchy of Luxembourg, Mr Jacques Santer emerged with a deal on the division of portfolios in the new expanded Commission.

The agreement boosted the authority of Mr Santer, a last-minute compromise candidate earlier this year to succeed Mr Jacques Delors as president of the Commission, but the cost could prove high if a disgruntled Sir Leon Brittan carries out his threat to resign after being stripped of his most prized portfolio, eastern Europe.

The question is whether Mr Santer - known as the man who never says no in his native Luxembourg - pursued an early deal at the expense of downgrading one of the few effective performers in the outgoing Delors Commission.

Supporters of Sir Leon leave no doubt that their commissioner was treated poorly, with little regard to his track record in championing closer relations with central and eastern Europe, perhaps the most important task for the EU over the next five years.

"On a conservative estimate, Sir Leon's workload drops 30 per cent," says one supporter. "It could be as high as 60 per cent."

Those more sympathetic to Mr Santer argue that the president-designate tried everything to broker a deal between Sir Leon and Mr Hans Van den Broek, the Dutch commissioner who is the big winner in Saturday's share-out of responsibilities in external relations.

"We went through all sorts of different options," said a senior Santer aide, "but the eastern European dossier turned into a beauty contest."

Under the deal, Mr Van den Broek gains control of economic and political relations with central and eastern Europe, as well as retaining responsibility for the common foreign and security policy, subject to the authority of President Santer.

Sir Leon retains control of his multilateral trade dossier, which includes the setting-up of the new World Trade Organisation, as well as relations with North America, Australia, New Zealand, Japan, China, South Korea, Macao and Taiwan.

Mr Santer made clear on Saturday evening that his overriding concern was to ensure that the new Commission works as a team when it moves into office next January, pending a vote of approval from the European parliament.

He also sought to assert his authority by selecting three areas in which he intends to be *primus inter pares*: common security and foreign policy; preparations for monetary union; and institutional issues ahead of the 1996 intergovernmental conference to review the Maastricht treaty.

Mr Santer said the need to end personal feuds was even more urgent now that the Commission was expanded from the present 17 commis-

### Santer's helpers: the new expanded European Commission



**The newcomers:** Austria and Finland have voted to join. Sweden and Norway vote next month on whether to accede in January

sioners to 21, assuming that Sweden and Norway join Austria and Finland in approving EU membership in next month's referendums.

Most Brussels insiders agree that Mr Santer - egged on by his influential chief of staff Mr Jim Cloos - was right to end the artificial division between political and economic affairs inside the Commission's external relations apparatus, and to adopt a division on geographical lines.

The divisions led to constant sniping between supporters of Mr Van den Broek and Sir Leon in Brussels. Abroad, it led to two commissioners landing in successive weeks in eastern European capitals to talk policy.

Yet the row over Sir Leon's treatment risks obscuring a broader judgment about the new Commission, its organisa-

tion and its likely future direction. As Mr Santer noted on Saturday, even the harshest Eurosceptics cannot accuse the new Commission of being packed with bureaucrats. It is highly political: a former prime minister (Mrs Edith Cresson of France) sits alongside a man who almost became prime minister (Mr Neil Kinnock, the former UK Labour party leader). There are also five women, up from one in the outgoing Delors Commission.

None of the women is a shrinking violet. Ms Ritt Bjerregaard, who wins environmental and nuclear safety in eastern Europe, enjoys a formidable reputation in her native Denmark so too, Ms Antti Grardin, the Swedish diplomat, and Ms Monika Wulf-Mathies, the German trade union leader. Watch out for Ms Emma Bonino, the Italian abortion rights

activist who will handle the hitherto neglected consumer affairs dossier.

A second *leitmotif* is Mr Santer's calculated effort to win Yes votes in the referendums in Scandinavia. Norway is rewarded with the fisheries portfolio, a vital national interest. Sweden wins the increasingly important judicial and immigration portfolio.

Mr Santer has also shown sensitivity to France which was worried about losing influence with the departure of Mr Delors. Ms Yves-Thibault de Silgy, a technocrat, takes over the plum job of economic and monetary affairs, putting him at the centre of the plan to create a single currency by the end of the century.

Mr Mario Monti, the distinguished Italian economist, will take charge of the single market, including fiscal policy and

capital movements; while Mr Kinnock, who has never held a ministerial post, is delighted with the transport portfolio which includes the planned multi-billion Ecu rail and road trans-European networks.

At first sight, the choice of Mr Franz Fischler of Austria to take over the agriculture dossier is surprising. Few could have expected a new member-state to take charge of agricultural which accounts for more than half of the Ecu 70bn (255bn) budget.

But no-one showed much interest in taking on a job which is bound to involve further unpopular reforms in the next five years, partly to prepare for the entry of the central European countries at the turn of the century. So Mr Santer handed the job to Mr Fischer, an old political ally.

Despite the call for collegial-

ity, it is possible to predict friction in some areas. Mr Padraig Flynn, the wily Irishman who runs social policy, is uneasy about Mrs Cresson running training and education.

Nor were some commissioners delighted that the 10 socialist and social democrat commissioners met ahead of the Saturday session in Luxembourg.

Yet the real test will be how Sir Leon intends to work with Mr Van den Broek, should he decide to stay on. Those who know him predict that Sir Leon would find it impossible to resist carving out a role in central and eastern Europe, using his commercial trade instruments.

In that case, Mr Santer, who left most of the dirty work to Mr Cloos during the portfolio negotiations, would have his authority tested to the full.

Despite the call for collegial-

## Pope widens electoral base for choice of his successor

By Robert Graham in Rome

Pope John Paul II yesterday nominated 30 new cardinals, further broadening the international base from which a future pontiff will be chosen.

The most politically innovative of the choices are the appointments of cardinals serving in Albania, the Bosnian capital Sarajevo, Cuba, and Belarussia, as well as the Lebanese patriarch, Nasrallah Pierre Steil.

The move to increase the number of cardinals - the highest ranking members of the Catholic hierarchy with the sole right to elect a new pope - had been foreshadowed. However, the decision

was made earlier than expected and comes against a background of the 74-year-old pontiff's declining health.

Vatican watchers said the Pope had tended to choose persons generally sympathetic to his conservative views.

Within this, he had considerably broadened the geographical spread, especially to former communist eastern Europe, Latin America, Asia and Africa. Nevertheless, four new appointees were Italian and the Europeans still dominate the cardinals' concave.

Britain gained a cardinal with the nomination of Mons Thomas Winning, Archbishop of Glasgow. The cardinals will be for-

mally proclaimed at a special consistory in Rome on November 26. The precise number of new cardinals shows that Pope John Paul II is anxious to respect the informal limit of 120 electors under the age of 80 set by his predecessors.

At the time of the consistory 96 cardinals will be below the age of 80, while six of the new cardinals will be over that. In the event of a new conclave 100 of the 120 cardinals would have been chosen by Pope John Paul II. Of the total, 55 would be from east and west Europe (20 of whom are Italian), 33 from the Americas, 15 from Africa, 14 from Asia and three from Oceania.

The cardinals will be for-

mally proclaimed at a special consistory in Rome on November 26. The precise number of new cardinals shows that Pope John Paul II is anxious to respect the informal limit of 120 electors under the age of 80 set by his predecessors.

At the time of the consistory 96 cardinals will be below the age of 80, while six of the new cardinals will be over that.

In the event of a new conclave 100 of the 120 cardinals would have been chosen by Pope John Paul II. Of the total, 55 would be from east and west Europe (20 of whom are Italian), 33 from the Americas, 15 from Africa, 14 from Asia and three from Oceania.

The cardinals will be for-

mally proclaimed at a special consistory in Rome on November 26. The precise number of new cardinals shows that Pope John Paul II is anxious to respect the informal limit of 120 electors under the age of 80 set by his predecessors.

At the time of the consistory 96 cardinals will be below the age of 80, while six of the new cardinals will be over that.

In the event of a new conclave 100 of the 120 cardinals would have been chosen by Pope John Paul II. Of the total, 55 would be from east and west Europe (20 of whom are Italian), 33 from the Americas, 15 from Africa, 14 from Asia and three from Oceania.

The cardinals will be for-

mally proclaimed at a special consistory in Rome on November 26. The precise number of new cardinals shows that Pope John Paul II is anxious to respect the informal limit of 120 electors under the age of 80 set by his predecessors.

At the time of the consistory 96 cardinals will be below the age of 80, while six of the new cardinals will be over that.

In the event of a new conclave 100 of the 120 cardinals would have been chosen by Pope John Paul II. Of the total, 55 would be from east and west Europe (20 of whom are Italian), 33 from the Americas, 15 from Africa, 14 from Asia and three from Oceania.

The cardinals will be for-

mally proclaimed at a special consistory in Rome on November 26. The precise number of new cardinals shows that Pope John Paul II is anxious to respect the informal limit of 120 electors under the age of 80 set by his predecessors.

At the time of the consistory 96 cardinals will be below the age of 80, while six of the new cardinals will be over that.

In the event of a new conclave 100 of the 120 cardinals would have been chosen by Pope John Paul II. Of the total, 55 would be from east and west Europe (20 of whom are Italian), 33 from the Americas, 15 from Africa, 14 from Asia and three from Oceania.

The cardinals will be for-

mally proclaimed at a special consistory in Rome on November 26. The precise number of new cardinals shows that Pope John Paul II is anxious to respect the informal limit of 120 electors under the age of 80 set by his predecessors.

At the time of the consistory 96 cardinals will be below the age of 80, while six of the new cardinals will be over that.

In the event of a new conclave 100 of the 120 cardinals would have been chosen by Pope John Paul II. Of the total, 55 would be from east and west Europe (20 of whom are Italian), 33 from the Americas, 15 from Africa, 14 from Asia and three from Oceania.

The cardinals will be for-

mally proclaimed at a special consistory in Rome on November 26. The precise number of new cardinals shows that Pope John Paul II is anxious to respect the informal limit of 120 electors under the age of 80 set by his predecessors.

At the time of the consistory 96 cardinals will be below the age of 80, while six of the new cardinals will be over that.

In the event of a new conclave 100 of the 120 cardinals would have been chosen by Pope John Paul II. Of the total, 55 would be from east and west Europe (20 of whom are Italian), 33 from the Americas, 15 from Africa, 14 from Asia and three from Oceania.

The cardinals will be for-

mally proclaimed at a special consistory in Rome on November 26. The precise number of new cardinals shows that Pope John Paul II is anxious to respect the informal limit of 120 electors under the age of 80 set by his predecessors.

At the time of the consistory 96 cardinals will be below the age of 80, while six of the new cardinals will be over that.

In the event of a new conclave 100 of the 120 cardinals would have been chosen by Pope John Paul II. Of the total, 55 would be from east and west Europe (20 of whom are Italian), 33 from the Americas, 15 from Africa, 14 from Asia and three from Oceania.

The cardinals will be for-

mally proclaimed at a special consistory in Rome on November 26. The precise number of new cardinals shows that Pope John Paul II is anxious to respect the informal limit of 120 electors under the age of 80 set by his predecessors.

At the time of the consistory 96 cardinals will be below the age of 80, while six of the new cardinals will be over that.

In the event of a new conclave 100 of the 120 cardinals would have been chosen by Pope John Paul II. Of the total, 55 would be from east and west Europe (20 of whom are Italian), 33 from the Americas, 15 from Africa, 14 from Asia and three from Oceania.

The cardinals will be for-

mally proclaimed at a special consistory in Rome on November 26. The precise number of new cardinals shows that Pope John Paul II is anxious to respect the informal limit of 120 electors under the age of 80 set by his predecessors.

At the time of the consistory 96 cardinals will be below the age of 80, while six of the new cardinals will be over that.

In the event of a new conclave 100 of the 120 cardinals would have been chosen by Pope John Paul II. Of the total, 55 would be from east and west Europe (20 of whom are Italian), 33 from the Americas, 15 from Africa, 14 from Asia and three from Oceania.

The cardinals will be for-

mally proclaimed at a special consistory in Rome on November 26. The precise number of new cardinals shows that Pope John Paul II is anxious to respect the informal limit of 120 electors under the age of 80 set by his predecessors

## NEWS: EUROPE

# Resentment surfaces in Russia's Arctic sea of oil sludge

John Thornhill finds people are beginning to raise their voices in a region used to suffering pollution in silence

The remote Russian Arctic town of Usinsk is blinking in bewilderment in the glare of international publicity. US claims that a recent oil spill nearby was several times larger than the world's previous worst disaster in Alaska in 1989 have provoked outrage from the local authorities, hostility from the local oil company, and a mood of bemusement among the local population.

Some residents just do not understand the fuss, given that similar spills have happened before without stirring much controversy.

Mr Philip Gursky, a ruddy-faced pensioner, who lives in a rough-hewn wooden cottage by the Koval river, says he has seen many oil leaks, blow-outs and burning sticks in the 40 years he has lived in the region. He shrugs his shoulders at the latest incident after which scores of workers removed oil from the river outside his front door. "I am used to it," he says.

Sadly, Russia is accustomed to such accidents, although it remains unaccustomed to the controversy they now arouse.

A local environmental group claims that internal documents obtained from Komineft, the oil company responsible for the faulty pipeline, reveal there were more than 1,900 leaks between 1986 and 1991, with an alarming acceleration towards the end of that period.

Environmentalists estimate Russia may lose 1.3 per cent of its oil



Workers use a high-pressure hose to clean crude oil from the banks of a tributary of the Koval river

output each year through leaks in its 45,000 miles of pipelines. In an industrial culture that stresses production over the environment, managers prefer to pump oil rather than repair damaged infrastructure and shut and re-start wells.

Mr Vyacheslav Bibikov, vice-president of Komi Republic – reputedly one of Russia's more reactionary

regions, gives the official response. "The situation is localised and controlled and we consider that excessive attention has been given to this accident. Nothing terrible has happened here," he says.

Mr Nikolai Ponomarev, deputy general director of Komineft, reacted even more fiercely when questioned by western journalists

and environmental campaigners. In a flash-back to Soviet-style attitudes, the gloowering Mr Ponomarev refused to discuss the company's pipeline capacity on the grounds of "commercial secrecy" and suggested foreigners who had failed to win business in the area were exaggerating the affair.

Perhaps no-one will ever know

how much oil has been spilled near Usinsk. Local government officials and Komineft directors ridicule US Energy Department claims that 270,000 tonnes of oil has leaked. But even accepting the minimum official figure of 14,000 tonnes – which western oilmen in the region find hard to believe – the spillage still represents an appalling environmental blight.

Mr Anatoly Nyukin, head of Komi Republic's civil defence, says he has not seen one dead bird or fish as a result of the accident. But local residents point out that pollution killed much of the local wildlife long ago.

Mrs Chesleva Popova, mayor of the 170-year-old Koval village, says: "There was a very big resource of fish here 10 years ago. But now there are practically no fish left." She says those fish they do catch are used to make a traditional local dish. "But often the fish smell strongly of oil and it is not pleasant to eat," she says.

More than 200 people have been working intensively to clear up the damage. Using vacuum pumps and bulldozers, they have cleaned up most of the black sludge that oozed into the Koval and Usa rivers, where 7km² of river bank were heavily polluted.

But removing the estimated 11,000 tonnes of oil which remain in the flooded marshlands will be slow and laborious. So far the clean-up has been eased by the relatively mild weather. But temperatures can drop

to minus 50 degrees in winter and the oil must be removed before the spring thaws threaten to spread a fresh ecological disaster.

The 60,000 who live in and around Usinsk are hardly strangers to such hardship. The grim and grimy town, which clings to the edge of the Arctic circle, was built in a region infamous as one of the most terrible islands in Stalin's Gulag archipelago. Many "criminals" from the nearby Vorkuta camp settled in the area after their release. There is an acceptance of hardship and a reluctance to moan found rarely in Russia's bigger cities.

Usinsk itself was built 20 years ago by Komineft to support oil exploration. Like most Soviet industrial enterprises, the company created its own mini-welfare state, building eight schools, a kindergarten and a hospital. Some residents fear Komineft will run these down now it is a privatised company with profits in mind. Unemployment is already rising alarmingly as the company sheds workers.

The arrival of western companies is beginning to change the town. Conoco, the US oil group, has set up the Polar Lights joint venture with Archangelskogeologia, a Russian exploration company, bringing much-needed jobs to the region. Komi Arctic Oil, a joint venture between Komineft, Gulf Canada, and British Gas has also developed a field north of Usinsk and set up smart offices in town.

That seepage of capitalism is already visibly transforming Usinsk. Snickers chocolate bars are on sale in street kiosks; posters of scantily clad women straddling motor-bikes are displayed in the small shopping centre; BMW cars cruise the streets disgorging the local hard men clad in leather jackets, gold chains and shell suits.

The after-effects of the spillage may spur further social change. Komineft's managers, alarmed at the publicity and fast-falling share price, must appreciate they are now accountable to a far broader constituency than party bosses or central planners. Local government officials know they now live in a transparent world and have responsibilities for a precious environment which Green groups claim is of international significance.

And the townspeople of Usinsk are slowly understanding that as shareholders in the privatised Komineft they are also part-owners who can influence the company's and region's development.

There are tentative signs that after years of silence local people are beginning to raise their voice. "I do not want to say that people were afraid by what has happened but they think about the future and want to make sure this is not repeated," says Mrs Popova. One shop assistant raises a common plea: "Usinsk is my town. It is my home. I do not want anyone to spoil it any more."

## INTERNATIONAL PRESS REVIEW

### Moscow tries to see the news in the oil leak

#### RUSSIA

By John Lloyd

In the daily *Rabochaya Tribune* of last Wednesday, an item appeared in the front page brief news section, "In one paragraph". The headline read: "Ecological catastrophe in northern Russia – and it seems it worries the Americans more than us".

The story, citing the Voice of America radio station, said: "American officials say that, in a region of the Arctic round the town of Usinsk, a pipeline has ruptured, causing the largest oil spill in history. American representatives in Washington, quoting information coming from Russia, say that 2m barrels of oil has been spilled. The US deputy energy secretary says that the spill is an ecological catastrophe."

This says a great deal about coverage of the Usinsk oil spill, about the attitude of the press – and of official and civil society – to the incident, and about the state of ecological awareness in Russia.

It also says much about the majority Russian view of the world as one eco-system. For, with few exceptions, the Russian press covered the incident if at all through the industry and government sources cited in last Tuesday's New York Times, which broke the story.

Only two leading newspapers, *Izvestiya* and *Sovetskaya Rossiya*, gave it wide coverage – though limited largely to news written in Moscow, not on-the-spot reports or analysis. By the end of the week, a Russian wire service was quoting the head of the company responsible for the spill as blaming western interests for blowing up the story for commercial gain.

Yet the facts – the spill, the declaration of an emergency situation in the region and vast natural damage – were known to and published in newspapers in the Komi republic weeks before the Times story.

The region's *Krasnoye Znamya* (Red Banner) of September 15 ran a splash headline: "Pipeline of Trouble – Usinsk region has become an area of

wrongdoing. In a statement released on Saturday, following the decision by the justice ministry to authorise the new probes, he described the allegations against him as "baseless." He said the new investigations would allow him to prove his innocence.

The judicial authorities are investigating whether Mr Longuet received payments and preferential financial terms on his villa in return for granting public contracts. The new probes will examine Investel, a holding company created by Mr Longuet in 1989 and Avenir 55, a consultancy firm for which Mr Longuet worked. Mr Longuet has denied any

### Longuet case to be investigated

The French justice ministry has given the go-ahead to two formal investigations in a corruption case which forced the resignation of Mr Gérard Longuet, then industry minister, earlier this month, writes John Riddiford in Paris.

The investigations, which are expected to be launched today, will focus on allegations of illicit financing relating to the construction of Mr Longuet's holiday villa in St Tropez and on the management of companies linked to the former industry minister which are suspected of concealing payments from business groups.

Mr Longuet has denied any

Save up to 16%  
on business fares  
to Italy.

With our new three-day executive fare,  
you can save a towering 16% off the standard  
Business Class fare to Italy.

All we ask is that you fly out from London  
and return within three days.

This means you can make a meeting in  
Milan from just £350 instead of £416. Or  
address friends. Romans and countrymen  
from only £450 rather than £524.

(And note that the Business Class Same  
Day Return fare is still £100 less than the  
standard fare).

You'll find the service has improved,  
too. While sipping your welcome drink on  
board, for example, you might like to study  
the menu, which now has a choice of hot or  
cold cuisine – including Italian specialities.

On the ground, there are dedicated check-in  
desks and lounges at Rome and Milan.

Even Club Ulisse has a new angle: members  
earn double points on flights to Italy until  
December 31st.

Inclined to know more? Just call Alitalia  
on 071 602 7111.

**Alitalia**  
The wings of Italy.

## NEWS: INTERNATIONAL

# China shows growing confidence abroad

By Tony Walker in Beijing

China's leaders begin a series of foreign missions this week in a virtually unprecedented show of diplomatic zeal that underscores China's growing self-confidence internationally.

China's official media yesterday described visits by the country's three most senior leaders to neighbouring countries over the next two weeks as part of a "new diplomatic drive".

Xinhua, the official news agency, said it was "rare" for three top Chinese officials to "go abroad in quick succession". It noted that the visits were "mostly in the Asia-Pacific region".

Premier Li Peng, who ranks number two in the standing committee of the ruling Politburo, begins a five-day visit to South Korea today. He will be the most senior Chinese official to visit Seoul since Beijing established diplomatic ties with South Korea in 1992.

Mr Qiao Shi, chairman of the standing committee of the

National People's Congress, China's parliament, leaves later this week on a five-nation tour of New Zealand, Australia, Argentina, Brazil and Fiji. Mr Qiao ranks third in the poliburo.

President Jiang Zemin, who also serves as general secretary of the Communist party and chairman of the powerful Military Commission, will visit Singapore, Malaysia, Indonesia and Vietnam between Novem-

ber 6 and 22. He will attend the Asia-Pacific Economic Co-operation forum in Indonesia in mid-November.

Other senior Chinese officials who will be engaged this week in high level diplomatic missions include vice-premier Li Lanfang who will visit Washington to press China's case for admission to the General Agreement on Tariffs and Trade.

Mr Li, who is a former minis-

ter of foreign trade, will seek to counter US misgivings about China's progress in meeting requirements for Gatt entry.

US trade officials say Beijing is still some distance from satisfying market liberalisation requirements for Gatt accession.

Western officials in Beijing view China's diplomatic blitz as a sign of growing self-confidence in the international arena. "This indicates that

things are going their way on the diplomatic front," said one.

The official noted that Beijing appears to have successfully neutralised the worst of the international opprobrium that followed the June 1989 massacre of pro-democracy protesters around Tiananmen Square.

"There are increasing signs that different countries are now prepared to put human rights down the list of priori-

ties when dealing with China," he said.

The visits abroad by China's three top officials are the culmination of perhaps the most active year of diplomatic activity in the history of the People's Republic, beginning with a tour of Central Asia in April by Premier Li Peng. Mr Li went abroad again in mid-year when he visited Austria, Germany and Romania.

President Jiang went to Rus-

sia, Ukraine and France in Sep-

tember, and earlier this month

Mr Zhu Rongji, the senior vice

prime minister in charge of the economy, was in Madrid for the

World Bank meeting.

Xinhua said Chinese leaders

would "try to alleviate fears of

the so-called 'China threat'" in

their discussions with regional

cousins.

"Chinese leaders are expec-

ted to explain China's position

on the establishment of a new

political and economic order,"

Xinhua said. "They will reass-

ure their hosts that China has

no intention of seeking hegemo-

nony."

## N KOREA TO RECEIVE JAPAN DELEGATION

North Korea yesterday agreed to an official visit by the three parties of Japan's coalition government, paving the way for the resumption of an official dialogue between the two neighbours. writes William Dawkins in Tokyo.

The accord, announced by Mr Yoshiro Mori, secretary general of Japan's Liberal Democratic Party, is part of the general unfreezing in relations brought about by the recent North Korea-US deal. Under that accord, Pyongyang agreed to accept full international inspections of its nuclear facilities in return for improved US ties and aid to replace its graphite

plants - which can produce weapons grade plutonium - with safer light water reactors.

The Japanese delegation, to arrive some time in November, will discuss Japanese participation in the conversion of North Korea's nuclear plants and the possible resumption of talks, broken off two years ago, on opening diplomatic relations.

Of the \$4.5bn (£2.77bn) required to install light water reactors in North Korea, Japan is expected to contribute up to 20 per cent, with 55 per cent from South Korea, and the balance from the five members of the UN Security Council,

plus Canada, Australia and Germany.

However, Mr Masayoshi Takemura, Japan's finance minister would like to see a clear European backing for the project before going ahead. The North Korean-Japan meeting testifies to the close ties maintained with Pyongyang by the other two members of the coalition, the left-wing Social Democratic Party and the New Harbin Party, a centre-left splinter group. Japan has shown more interest in Asian affairs since the arrival of the current government in June under Mr Tomiochi Murayama, its Socialist and pro-Asian prime minister.

## Hopes rise for Burma dialogue

**Victor Mallet**  
on new meeting  
with democracy  
campaigner

A second meeting between Burma's military rulers and Ms Aung San Suu Kyi, the detained pro-democracy campaigner, sharply raised hopes at the weekend that the junta and its opponents would soon start negotiating a political settlement after years of violence and human rights abuses.

Details of the meeting are scarce. Lt-Gen Khin Nyunt, the powerful head of military intelligence and "Secretary One" of the State Law and Order Restoration Council (Slorc) as the junta calls itself - met Ms Suu Kyi in the company of two other generals for three hours on Friday morning.

Unlike the first such meeting on September 20, news of the latest encounter at an army guest house in Rangoon was given pride of place in the official media.

Ms Suu Kyi, who has been under house arrest at her Rangoon home for more than five years, was shown smiling and chatting with the generals in the lead item on the television news, and three photographs appeared on the front page of the New Light of Myanmar (Burma) newspaper.

Burmese citizens, who voted overwhelmingly for Ms Suu Kyi's National League for Democracy in a 1990 election whose results were ignored by the armed forces, were delighted but baffled.

An official statement said merely that the discussions were "frank and cordial", that they covered Burma's political and economic situation, including reforms being implemented by the Slorc, and examined "steps that should be taken with a view to the long-term welfare of the nation".

No-one expects the talks to be easy. Indeed some Burmese, including government officials, dismiss the discussions as a play by the armed forces to



Aung San Suu Kyi: meeting with military rulers publicised

improve their international image and head off resolution in the UN general assembly condemning Burmese human rights abuses.

Such suspicions are reinforced by events which attract less publicity than the meetings with Ms Suu Kyi.

Earlier this month, for example, five of her fellow dissidents were quietly sentenced to between seven and 15 years in jail on a variety of charges including spreading information "damaging to the state".

"The Slorc is just using the meetings to get a breathing space in the international community," said one Burmese businessman. "They don't want to share power or give any role to Aung San Suu Kyi in creating our country's future."

Others believe the meetings represent a genuine desire to negotiate on the part of the junta - Ms Suu Kyi herself has always said she is willing to

talk - although they accept that the two sides remain far apart.

"The only common ground, perhaps, is a desire for reconciliation," said one Rangoon-based diplomat.

Ms Suu Kyi is aware of the sensitivities of the army and has gone out of her way to say she is not anti-military; her father Aung San was the Japanese-trained general who led Burma to the brink of independence from Britain in the 1940s.

But she insists on the need for democracy and has called the National Convention - a Slorc-dominated conference that is drawing up a new constitution designed to ensure military control of future governments.

Some hardliners, on the other hand, demand continued military influence in politics.

Gen Tun Kyi, the trade minister and former Mandalay commander who once called Ms

Suu Kyi "an ant to be swept off the road", are said to oppose the whole idea of negotiations.

But the Slorc needs to be seen to be negotiating in good faith while it seeks the help of foreign investors and donors.

An economic recovery in the last couple of years has begun to repair the damage caused by the army's "Burman Way to Socialism" after it took power in 1962.

Even Singaporean and Thai investors sympathetic to the junta say they would like to see Ms Suu Kyi released, while the western nations and Japan want to profit from the economic growth in this country of 43m people at the same time as upholding their human rights principles; Mr Thomas Hubbard, US deputy assistant secretary of state for east Asia, is to visit Burma this week after a long period of frosty relations between the two countries.

As one Burmese dissident noted last week, the increasingly confident junta is having some success in changing the international agenda.

Foreign governments used to demand the instant release of Ms Suu Kyi and the immediate transfer of power to the democratically-elected government; now they want a "meaningful dialogue" and moves towards democracy.

The hard task facing the Slorc and Ms Suu Kyi is to agree on a definition of democracy. Brig-Gen Kyaw Hsai, a member of the 21-man Slorc, commenting on the Suu Kyi-Sluoc talks in an interview on Friday, declared that Burma already enjoyed freedom. "We have a democracy according to the Burman way," he said.

"Democracy must be a disciplined democracy. It must not be a rowdy one."

Ms Suu Kyi would have signed at these words. At a meeting with a US congressman in February, she said: "Having imposed the Burman Way to Socialism on us for so many years, I now dread the Slorc wanting to impose its idea of a Burmese Way to Democracy."

Some hardliners, on the other hand, demand continued military influence in politics.

Gen Tun Kyi, the trade minister and former Mandalay commander who once called Ms

## Freilimo heads for Mozambique election victory

By Peter Stanley and Reuter in Maputo

Mozambique last night seemed within reach of a lasting peace when the country's former rebel leader indicated that he would accept the outcome of the country's first multi-party elections, and would accept a post in a government of national unity.

As early results in the three day election suggested a comfortable victory for President Joaquim Chissano. "I am prepared (to meet him) anytime so that we can discuss the future," Mr Chissano said. "We want to build confidence with our brothers." The Renamo leader said he wanted to discuss with Mr Chissano ways to ensure a peaceful transition after the elections. The president, while not ruling out a government of national unity, has not so far displayed great enthusiasm for the concept.

Some senior party members, however, are urging Mr Chissano to follow South Africa's example. "The way forward is a unity government - that way we will avoid trouble by ensuring all Mozambicans are winners," said Mr Alves Gomes, an influential and long-standing Freilimo supporter.

"I know my party will win but I want it to work with other parties," he added. Freilimo is also coming under pressure from South African President Nelson Mandela and Zimbabwe's Robert Mugabe to bring all main parties into his government.

## Moroccan sale oversubscribed seven times

By Francis Ghiles in Casablanca

Morocco's largest privatisation passed one of its most important hurdles last week when an issue on the Casablanca Stock Exchange representing 16 per cent of the equity in the Societe Nationale d'Investissements (SNI) was seven times

oversubscribed.

The flotation forms part of the sale of 67 per cent of SNI under a programme to shed state assets started in 1992.

In addition to the public shares offered on the stock exchange, a further 51 per cent of SNI's capital is being sold to institutional investors which have been asked to bid for blocks of shares at a floor price of Dirham 325 per share (£22). Of this 35 per cent will go to a "hard core" of Moroccan institutional investors who must hold the shares for at least five years, while 16 per cent will be sold to foreign and Moroccan institutions.

SNI is a holding company with stakes in 41 businesses ranging from cement to food processing. Three sectors dominate - cement accounts for 34 per cent of SNI's assets, food processing and drinks another 34 per cent and financial services for 12 per cent.

The exact value of SNI's assets is difficult to ascertain as many companies in its portfolio are not publicly traded and the accounts of those that are often not consolidated. But the minimum value of SNI's assets is estimated at £172m, which makes the holding Morocco's fourth largest company in terms of market value.

Since 1992, the state has sold Dirham 3.72bn (£226m) worth of assets.

The privatisation will push this figure to £231m. A further boost will come before the end of the year when the state expects to sell part of its 50 per cent stake in Morocco's second largest bank, Banque Marocaine du Commerce Exterieur and part of its 49 per cent shareholding in Crédit Immobilier et Hôtelier, the real estate financing agency.

Direct foreign investment in Morocco has risen steadily since 1987 to £245m last year and is expected to top £261m this year. Trading volume on the Casablanca stock exchange increased more than three-fold last year and volume in 1994 is already well up on last year's figure.

The 25 Share Index set up by Casablanca Finance Group, an investment bank set up in 1992, showed a 35 per cent increase last year; this year's increase is expected to be even larger.

## Casablanca stock market

Turnover (purchases and sales) Dirhams bn

Capitalisation of shares traded Dirhams bn

Source: Source des Valeurs de Casablanca

## INTERNATIONAL NEWS DIGEST

# Brussels plan to cut EU airport service costs

The European Commission is drawing up plans to open the market for ground handling services at European airports, a move that could sharply reduce airlines' costs. Action to force competition in airport services will tackle the last significant element of air transport not in theory opened up to competition when the single European market came into force two years ago. The commission aims to present draft legislation to EU transport ministers at a meeting next month.

Airlines argue that at many European airports, ground handling services are controlled by monopoly suppliers. Air France, British Airways, KLM, Lufthansa, SAS and Spanair, which have joined forces to support opening the market, say the monopolies typically charge 30-50 per cent more than suppliers who face competition at other airports. The services in question cover passenger and baggage check-in, loading and unloading of baggage, mail and cargo handling, aircraft cleaning, towing, refuelling and aircraft maintenance. Emma Tucker, Brussels

## HK confirms Jardine deal

The Hong Kong government confirmed yesterday that a company owned by trading house Jardine Matheson had won the contract to build a navy base for China before the colony reverts to Beijing's control in 1997. The HK\$790m (£32.5m) colonial government contract to build the base was awarded to Gammon Construction by the government's Central Tendering Board, secretary for security Alistair Asprey said. Gammon is owned by Jardine Matheson, Jardine Pacific and British-headquartered Trafalgar House, in which Jardine group company Hongkong Land has a 25 per cent stake. Jardine, which moved its group headquarters to Bermuda in the mid-1990s, has been embroiled in a dispute with Beijing over its backing of democratic reforms in the territory. "The actual contract itself is a straightforward Hong Kong government contract," Mr Asprey said. China was not consulted, he said, but added it would be consulted on its requirements for design of the base. Reuter, Hong Kong

## Japanese party disbanded

A symbolic step in the reform of Japanese politics was completed yesterday when the party that triggered the current upheavals disbanded itself to prepare to merge with Opposition allies. The Japan New Party of former prime minister Morihiro Hosokawa chose the occasion of its first national convention since its birth in May 1992 to announce its disbandment. Mr Hosokawa, a former member of the ruling Liberal Democratic Party, founded the JNP out of repugnance for the complacency encouraged by the comfortable links between the bureaucracy, politicians and business. That theme has since become central to the political reform movement, and to the eight other potential members of the new opposition party, who are expected to follow the JNP's example and rapidly close down over the next month or so. The new party is expected to be created in December. Opposition parties are now attempting to close ranks, in another attempt to put pressure on the LDP and eventually push it out of power. William Dawkins, Tokyo

## Italian businessman held

French police yesterday arrested in Paris Mr Ferdinando Mach Di Palmstein, a Swiss-born Italian businessman who has been on the run from arrest warrants issued by Milan anti-corruption magistrates for 18 months. He is one of two key remaining businessmen on the magistrates' wanted list associated with Mr Bettino Craxi, former Socialist leader and prime minister.

At least five arrest warrants have been issued against Mr Mach Di Palmstein on various charges of corruption since 1993 by Milan and Rome judiciaries. Earlier this month he was sent to trial with 43 other politicians, officials and businessmen on charges relating to alleged misuse of Italian overseas aid funds. Robert Graham, Rome

## Veto on Slovenia expected

Italy is expected

## NEWS: THE AMERICAS

# White House shots underscore case for gun curbs

By Jurek Martin in Washington

The Clinton administration yesterday seized on Saturday's shooting at the west wing of the White House to underscore its arguments that President Bill Clinton was right to have pushed for bans on semi-automatic assault weapons.

Mr George Stephanopoulos, the senior presidential adviser, noted that Mr Clinton had

"talked all year" about the need to ban such guns and that the Chinese-made weapon was bought on the day the president signed into law the crime bill that included bans on some types of assault weapons.

The shooting attack on a clear Saturday afternoon was the second apparent assault on the White House in six weeks and has increased concerns about presidential security.

Last month a pilot with a history of mental instability was killed after crashing a small aircraft on the White House lawns.

The weekend attacker, who was tackled by bystanders before being arrested, has been identified as Francisco Martin Duran, a hotel worker from Colorado Springs. He had been dishonorably discharged from the army in 1991 after being

convicted of felony and assault. His camper van parked near the White House was emblazoned with pro-gun stickers.

Mr Duran was indicted on two counts yesterday - damaging government property and, because of his criminal record, illegal possession of a fire-arm.

A spokesman for the secret service said the charge of attempting to assassinate the president

was also being considered.

Mr Stephanopoulos said that Mr Lloyd Benson, the treasury secretary whose jurisdiction includes the secret service, would conduct a complete investigation into all aspects of White House security, with a final report in mid-January.

The secret service, whose duty is to protect the president, has long wanted to close Pennsylvania Avenue, the

broad street outside the north face of the White House, to vehicular and even pedestrian traffic.

Mr Clinton, as Mr Stephanopoulos said yesterday, has been opposed to such curbs on the grounds that the White House is "the people's house" and should, within reason, be accessible to the public.

The president himself was watching a televised college

football game in the family quarters as the 22 shots were fired, shattering windows in the White House press room but hurting no one.

He had returned on Saturday morning from a trip to the Middle East in which security considerations were very evident. He made light of the incident, quipping that he was glad "to be back in the safety and security of the White House".

## US warns Japan on economic squabbling

The US, seeking to extract trade concessions from Japan, has issued a fresh warning to Tokyo underscoring the risks of continued economic squabbling. Reuters reports from Washington.

Washington has been negotiating an agreement to open up Japan's glass sector and has sought an accord on vehicles and parts - the single biggest component of the US trade deficit with Japan. But the talks have proved tough going.

Should no trade deal emerge in the glass sector by today, according to top officials in the Clinton administration, the allies would find themselves in "a difficult situation". As for cars: "It is essential that we reach agreement".

The warning was directed to Mr Ryutaro Hashimoto, Japanese trade minister, in a letter dated October 25 from Mr Mickey Kantor, US trade representative, and Mr Ron Brown, commerce secretary. A copy of the letter, whose existence was first reported in a Japanese newspaper on Friday, was obtained by Reuters.

"It was a direct letter... that will hopefully provide some results," Mr Brown told US public television. "We're very anxious to re-engage the Japanese as soon as possible."

Mr Kantor and Mr Brown wrote to Mr Hashimoto in reply to two letters he had sent them earlier this month, thanking the Tokyo trade minister for his "candid comments". Officials said Mr Hashimoto had complained about recent speech by Mr Jeffrey Garten, commerce undersecretary and the chief US negotiator on cars, in which he had outlined the advantages of private-sector co-operation.

"The Japanese took umbrage with that speech. This letter was in response," said one official. No reply to the latest US letter had been received by the weekend, another said.

But the US side made clear that a long-sought deal on automotive trade - which accounts for two-thirds of the \$60bn bilateral imbalance - was vital to improved relations.

"It is essential that we reach agreement," they wrote. As for glass, under negotiation this week, Mr Kantor and Mr Brown both voiced "concern at the pace of discussions in Tokyo. There are many issues left to resolve before the end of the month."

The two sides struck an agreement in principle on October 1 to open Japan's \$4.5bn flat glass market and pledged to finalise the accord in 30 days.

"We cannot conclude an agreement that does not result in substantial opening of the glass distribution system. Failure to reach an agreement by the end of the month would create a difficult situation," Mr Kantor and Mr Brown said.

They did not spell out what action the US team might take should no accord emerge and reiterated that the Clinton administration was not seeking "numerical targets" over glass.

## Companies hit by lawsuits over sackings

By Louise Kehoe in San Francisco

A spate of employment discrimination lawsuits is hitting companies with US operations in the wake of widespread corporate "downsizing". While the hiring practices of US companies have long been scrutinised for bias, businesses increasingly face potential charges of violations of US fair employment laws for the manner in which they shed workers.

Statistical analyses of the number of workers fired, according to their race, sex and age are now essential defensive moves, according to legal experts. Increasingly, US companies are also also requiring employees to agree to settle any dispute they may have with their employer through arbitration.

The latter move is aimed at avoiding potentially large damage awards such as the \$89.5m award handed down last week by a Los Angeles jury against Hughes Aircraft, a General Motors subsidiary. In the case, which involves two former employees of Hughes - one white and one black - the company has been found to have violated fair employment laws.

Hughes called the jury verdict "irrational, irresponsible and outrageous". The company said it will move to have

the jury award reduced or overturned by the judge or by a higher court.

Legal experts said that the award will almost certainly be substantially reduced. The case has, however, sent a chilling message to employers.

The award comes amid a rash of discrimination and harassment suits. In another high profile case the US Labor Department, which is supposed to be a watchdog against workplace discrimination, agreed to pay an estimated \$4.5m to settle a suit that accused the agency of discrimination against its own black employees.

Businesses complain that despite their efforts to eliminate bias in the workplace, increasingly restrictive laws make it very difficult to comply. US employment laws prohibit many practices that are common in Europe and Asia. When interviewing prospective employees, for example, US employers are precluded from seeking information about the age, health or national origin of the applicant.

Since the Americans with Disabilities Act became law in mid-1992, requiring businesses to make provision for workers who are physically or mentally disabled, for example, some 27,000 claims have been filed with the Equal Employment Opportunities Commission.

## 'Solid growth' forecast

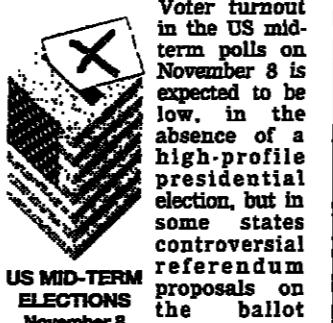
Mr Lawrence Lindsey, a Federal Reserve Board governor, said at the weekend that Friday's report on US gross domestic product provides "more evidence of solid economic growth" which could last for another "few quarters." AP-Dow reports from Detroit. He told reporters before

addressing a conference on housing: "I don't see anything in my crystal ball to suggest a slowdown."

Data released Friday showed that GDP rose 3.4 per cent in the third quarter, which Mr Lindsey noted was a faster rate than most people had expected.

## Ballot initiatives stir up the voters

George Graham reports on the midterm polls' crop of state referendums



Senator Edward Kennedy campaigning for re-election in Boston over the weekend with support from Rev Jesse Jackson (left)

**Voter turnout** in the US midterm polls on November 8 is expected to be low, in the absence of a high-profile presidential election, but in some states controversial referendum proposals on the ballot paper are expected to lure people to vote.

Most controversial of all is California's Proposition 187, which would ban illegal immigrants from receiving public education or social services. The proposal, which Justice Department officials say they believe to be unconstitutional, has sharply divided the candidates in California's elections. More people say they are being drawn to the ballot box primarily by Proposition 187 than by the elections for governor and senator combined.

But California's anti-immigration measure is a rarity among the proposals on the ballot in the 24 states that allow legislation by plebiscite. Topping the ballot paper in other states are traditional measures on taxation, term limits and gambling.

In the tax field, Florida, Missouri, Montana and Oregon are proposing to follow the example of Colorado and require voter approval for all future tax increases. Voters in all of these except Missouri will also decide on a separate measure requiring a two thirds majority vote for tax increases, as will Nevada voters.

Oregon also has a sweeping proposal on the ballot which would repeal most state and local taxes, including the state income tax and local property taxes, and replace them with a 2 per cent "equal tax" similar to a value added tax. Standard & Poor's, the credit rating agency, said it would have to review Oregon's debt if the measure passes.

California will take a different approach to smoking in

Massachusetts, meanwhile, will vote on an alteration to the state constitution that would permit a graduated income tax. California proposes an additional tax of 4 cents a gallon on petrol, while South Dakota will vote on a measure slashing property taxes, similar to California's Proposition 13 in 1978.

California also has a number of tax measures, among them a payroll tax and a tobacco tax, included in a proposal to set up a statewide single payer health system similar to Canada's. But after the defeat of the Clinton administration's efforts to carry out less radical reform of the health care system at the national level, the measure is expected to be heavily defeated. But higher tobacco taxes to fund additional health services are thought to stand a better chance in Arizona and Colorado.

California will take a different approach to smoking in Massachusetts, meanwhile, will vote on an alteration to the state constitution that would permit a graduated income tax. The proposal, which would remain in effect until the year 2000, would impose a tax of 4 cents a gallon on petrol, while South Dakota will vote on a measure slashing property taxes, similar to California's Proposition 13 in 1978.

Proposition 187, which was put on the ballot by a group called Californians for Statewide Smoking Restrictions. Despite its name, this group is heavily financed by Philip Morris, the tobacco company. The proposal would, in fact, abolish the many tough anti-smoking ordinances passed by local governments in California and replace them with much weaker statewide controls.

Also attracting considerable attention is Arizona's Proposition 300, which would require the state to assess the costs to the private sector of any regulation imposed on the health care system at the national level, the measure is expected to be heavily defeated. But higher tobacco taxes to fund additional health services are thought to stand a better chance in Arizona and Colorado.

California will take a different approach to smoking in

Proposition 187, which was put on the ballot by a group called Californians for Statewide Smoking Restrictions. Despite its name, this group is heavily financed by Philip Morris, the tobacco company. The proposal would, in fact, abolish the many tough anti-smoking ordinances passed by local governments in California and replace them with much weaker statewide controls.

Also attracting considerable attention is Arizona's Proposition 300, which would require the state to assess the costs to the private sector of any regulation imposed on the health care system at the national level, the measure is expected to be heavily defeated. But higher tobacco taxes to fund additional health services are thought to stand a better chance in Arizona and Colorado.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Term limits on federal office-holders, however, remain under a constitutional cloud. The US Supreme Court is due to decide on their legality this session.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time, voters in North Dakota, South Dakota and New Mexico will get a second bite at the cherry with a proposal to halve the number of consecutive terms a member of the US House of Representatives could serve from six to three.

Proposals to authorise gambling are another staple of the ballot initiative process. This time

## NEWS: THE MARK THATCHER AFFAIR

# Harrovian Arthur Daley with a famous mum

The image of Mark Thatcher in newspapers and on television is of an extraordinarily wealthy arms industry fixer who shamelessly exploited his position as the only son of the world's most powerful woman in the 1980s to amass a reputed fortune of £40m.

It is an image created by rumour and speculation, however, rather than by hard fact. It has never been dispelled in part because Mr Thatcher has refused to comment in detail on the allegations.

The Financial Times has decided to look behind the image to the real man. Pages of company filings and court documents in the US and UK have been scoured. His close business associates have been interviewed, including some who have fallen out with him. For the first time in many years Mr Thatcher made himself available for a lengthy interview on his affairs.

What emerges is a subtly different picture. There can be little doubt that he exploited his mother's connections, although he insists that everything he did would have been achievable even if his mother had never become prime minister.

With continuing speculation about why he was mixing in defence industry circles at the time of the £20bn Al Yamamah arms contract between the UK and Saudi Arabia, the question of the propriety of his behaviour as the then premier's son remains open.

But the tales of his fabulous wealth seem a long way from the truth. Far from being a super-rich Mr Big of the arms world Mr Thatcher appears to be a relatively small-time wheeler dealer, a sort of Harrovian Arthur Daley with a famous mum, who has attempted investments in a wide range of industries with limited financial success.

In Texas, where he lives with his American wife and two children, Mr Thatcher remains an enthusiastic follower of his mother's free-market entrepreneurial philosophy and still hopes to join the ranks of the fabulously wealthy one day.

As for his current net worth, he confirms that it lies between £3m and £5m. That is a highly plausible figure, on the basis of the value of his homes in Houston and London and details compiled by the

## The son of the former prime minister tells Financial Times reporters he is not the wealthy fixer of media reputation

Financial Times of his business interests and lifestyle.

Mr Thatcher himself points to his seven-year-old BMW and denies reports that he employs a butler to travel with him.

Mr Thatcher said: "This whole idea that I have had tremendous success is just a myth. If I had tremendous success I would not be running around trying to do the things that I am doing. I would be sitting on my own private island in the South Pacific, but I am not."

Certain questions remain regarding the exact source of the more modest wealth to which he admits.

It may also be in his interest to underestimate his net worth at the moment, due to widespread reports that his wife Diane is seeking a potentially costly divorce settlement. Mr Thatcher denied this: "No divorce, and any speculation of it is just fanciful."

Nevertheless there is little evidence to support claims that

Mr Thatcher described his

"If I had tremendous success I would not be running around trying to do the things that I am doing. I would be sitting on my own private island in the South Pacific."

he has made significant profits from the US business investments he has developed since 1987.

Conservative party officials suggested that they were the source of a multi-million pound fortune. Instead his US business experience has been coloured by a series of bitter boardroom fights and at least one big legal case.

What was probably his first significant deal in the US was partly funded by his mother's closest business supporters. It has emerged from court documents in a case involving Mr Thatcher that Hanson, the UK quoted conglomerate, and Mr Li Ka-Shing, the Hong Kong billionaire, were co-investors with him in a Dallas-based

role in putting the consortium together. "Bruce and I sat down and worked out what we wanted to raise and wrote out a list of people and got on airplanes".

They needed to find \$1.5m, which Mr Thatcher said "is a very difficult number to raise because it's a lot of money".

He said: "You can run around the golf club and raise a hundred grand - you can raise money from your dentist, accountant, a few friends and come up with a hundred grand." Between one and a half and five million is the most difficult because no institution will look at anything where the minimum investment is less than five, they just can't afford to do it."

Granham, the company jointly owned by Mr Thatcher and Mr Leadbetter, had a man-

Among those who did agree to invest as limited partners in Xpart, an investment vehicle set up to buy more than 50 per cent of the share capital of Emergency Networks, were some of the biggest names in US finance and political circles.

A US subsidiary of the UK conglomerate Hanson and Mr Li each paid \$100,000 for a Xpart stake giving them each 3 per cent of Emergency Networks. Others who invested were Mr Bruce Babbitt, now US interior secretary, Mr Jay Pritzker, and Mr Joe Refnes from Haascher Pierce and Refnes, the Dallas-based investment bank.

Mr Thatcher also invested in Emergency Networks through Xpart and became a non-executive director of Emergency Networks. Mr Leadbetter, who became an Emergency Networks director, was the sole director of a separate investment vehicle which controlled the Xpart consortium's investment.

Mr Thatcher denies having exploited his mother's position to put the deal together. He said the investment group was formed with a view to securing future reinvestment for Emergency Networks from the same companies and individuals.

More money was indeed raised later on, according to Hanson, when another \$10m was raised from shareholders. Hanson itself invested another \$30,000 in an interest bearing debenture, of which all but \$30,000 was subsequently

For a time Emergency Networks was successful. By the end of 1991 the company had 36 sales facilities nationwide and was installing more than 10,000 home security systems every month, grossing more than \$30m a year.

Mr Thatcher's financial share in this success was limited. He says that his shareholding in Emergency Networks never rose above 5 per cent and in 1990 he sold out for an undisclosed sum to Mr David Wallace, currently his closest business associate and a former treasurer of Lady Thatcher's fund-raising organisation, the Thatcher Foundation.

Granham, the company jointly owned by Mr Thatcher and Mr Leadbetter, had a man-



Press Association  
Mark Thatcher and his wife Diane at No 10: "No divorce, and any speculation of it is just fanciful"

agement service agreement with Emergency Networks. It was Granham's main business from the board in July 1992, according to Mr Thatcher himself. His removal, with Mr Wallace and other directors, followed a dispute with Mr Leadbetter.

Mr Thatcher blames the falling out on the close relationship Mr Leadbetter had with EDS, Emergency Networks' main lender, while also acting as a director of Emergency Networks.

Having sold his Emergency Networks shareholding Mr Thatcher remained on the board of Emergency Networks and in January 1992 Mr Thatcher and Mr Wallace agreed to provide a \$1.1m loan to the company, which had hit financial difficulties a year earlier. They did this by participating in a total \$27.5m loan made to Emergency Networks by EDS, the computer services subsidiary of General Motors.

It turned out to be a wasted effort as later that year, on September 15 1992, Emergency Network filed for protection from its creditors under Chapter 11 of the US bankruptcy code. It is now undergoing Chapter 7 proceedings in Dallas, the equivalent of liquidation in the UK.

According to Mr Wallace the legal fight lasted just one week as EDS agreed to a secret out-of-court settlement.

Mr Thatcher said: "I did make money out of Emergency Networks. I made in percentage terms a reasonable return on my investment." But he

refused to discuss the terms of the settlement with EDS.

Hanson was not so lucky. It lost \$130,000 when Emergency Networks collapsed, although Mr Martin Taylor, vice-chairman of Hanson, believes most of that may still be recovered.

In 1990 the Granham company which Mr Thatcher had formed with Mr Leadbetter was superseded by a second investment company, also called Granham, half owned by Mr Thatcher and Mr Wallace through their respective companies - Bemark Inc and Birmingham Investments.

At its formation the new Granham company looked at a number of investments in a range of industries as the first Granham company had done. It was not until the end of 1992 that it took on its first significant management role - in the Ameristar Fuels group, a Dallas-based aircraft fuel organisation which had been set up in June 1990 to sell jet fuel to airline carriers.

Mr Thatcher took a low profile but played a significant role in the company, helping Mr Wallace become major shareholder and director. Mr Thatcher's most direct involvement was through the management agreement the new Granham company signed with Ameristar in October 1992.

Through this Granham was paid \$23,000 a month by Ameristar.

At the beginning of 1993 Mr Wallace became a 20 per cent shareholder in the Ameristar group, later raising his stake to a controlling 50 per cent. Mr Wallace's estimated \$2.5m investment was funded partly by Mr Thatcher, partly by his own personal funds, and partly by a loan from a mysterious Jersey-registered company called Diversified Capital which Mr Thatcher introduced him to.

Although not a director of Ameristar, Mr Thatcher attended a number of board meetings and had an office at the company's headquarters.

Mr Thatcher plays down the extent of his involvement in Ameristar, but details of it are likely to be at the centre of a law suit to be filed next month by Mr Jay Laughlin, former Ameristar shareholder.

He is intending to add Mr Thatcher as a defendant to a legal petition which already includes Mr Wallace. Mr Laughlin will allege that Mr Thatcher and Mr Wallace conspired to take control of Ameristar and that Mr Wallace was just a "front man" for Mr Thatcher.

Mr Laughlin claims Mr Wallace persuaded him to cede control of the company in 1993 on the ground that additional investment was required. Mr Laughlin says he was then squeezed out completely last January. Ameristar Fuels Corporation filed for Chapter 11 Bankruptcy proceedings in August and has a deficit of liabilities over assets of more than \$6m.

Mr Laughlin's lawyer is considering bringing the law suit against Mr Thatcher under the civil clauses of America's anti-racketeering legislation which could result in Mr Thatcher having to pay \$3m personal damages.

Mr Wallace and Mr Thatcher deny Mr Laughlin's allegations and say they will be contesting any action.

Meanwhile the search for riches goes on. Mr Thatcher has two major business ventures at the moment, one a substantial property development in Dallas and the other in Azerbaijan, the former Soviet republic, which is thought to partly involve the provision of high-quality paper.

Lady Thatcher visited Azerbaijan two years ago but Mr Thatcher explained that his interest started when an American woman familiar with Azerbaijan walked into his office.

Mr Thatcher said: "She walks in one day and says: 'Mark there are some incredible opportunities down there, why don't we have a look at it?'. I thought I need this like a hole in the head, but I gave her a very modest budget, about \$20,000, and said: 'Fine, go and have a look around'."

"Now we have got a very modest but quite profitable business down there. From a standing start we have covered all our expenses and I'm comfortable," he said.

Mr Thatcher said he was unlikely to "make millions" out of it "because the money's not down there". But, he added, "it is bloody interesting".

## CONTRACTS & TENDERS

### SOLIDERE

The Lebanese Company for the Development and Reconstruction of the Beirut Central District, S.A.L.

#### Prequalification of contractors to design and build sea-front defenses in the Beirut Central District.

Established on May 5, 1994, the Lebanese Company for the Development and Reconstruction of the Beirut Central District, SOLIDERE, is in charge of financing and executing infrastructure and marine works within the city center of Beirut and of developing this area, spreading out over 1.8 million square meters.

SOLIDERE will also treat a dumping site of 250,000 square meters, created on the waterfront during the war in the absence of an alternative site for refuse. Dismantling the coastal facade of the city, this major local and regional environmental problem, will be treated, transformed, and expanded into development and public lands of approximately 600,000 square meters to include a vast green park, a seaside boulevard, tree-lined promenades, and residential, commercial and office spaces.

The reclaimed land will be protected against storms by sea-front defense structures extending over a distance of more than 1000 meters. The structures form part of a double line of defense, comprising a row of submerged caissons, some reaching 19000 tons each, a lagoon and a series of quays and promenades. The caissons will be in water depths of about 20 meters with a crest level at 0.5 meters so that they will remain invisible from the shoreline.

providing an unobstructed view of the sea. A marina will be constructed at each end of the sea-defense structures.

SOLIDERE wishes to develop a bidders' list for the Design and Construction of the sea-protection works highlighted above. International contractors who have already executed similar works, and who have access to the appropriate type of equipment, are invited to submit a pre-qualification document to the address below, to be received not later than November 15, 1994.

Contractors who have already submitted an Expression of Interest document for these works do not need to take further action, unless they wish to add to the information already provided.

Based on the information received from contractors, SOLIDERE will establish a short list for invitation to tender.

Address :  
The Lebanese Company for the Development and Reconstruction of Beirut Central District, S.A.L.  
Development Division  
Riyad el Solh Street  
Industry and Labor Bank Building  
P.O.Box 119493 - Beirut - Lebanon



For necessary documents and further information, please contact Imad DAHA,  
Tel. 646128/ Cellular (212) 478 3915 / Fax 646133/ Cellular (212) 444 8165

## Arms payoff facts prove scarce

By Robert Peston, William Lewis and Jimmy Burns

### Al Yamamah deal

in the deal. This is a 1989 memorandum written by a US defence company executive, purporting to be an account of the executive's conversation with an employee of the US embassy in Riyadh about Saudi defence sales.

It contains the tantalising but obscure sentence: "This 4 bil US was mentioned in connection with M. Thatcher's (sic) son."

A rather more comprehensive account of his alleged role in defence sales is contained in another company's memorandum, two years ago that he saw intelligence and diplomatic dispatches confirming Mr Thatcher's involvement in Al Yamamah.

More recently The Sunday Times newspaper reproduced transcripts of alleged conversations between arms dealers and agents of the Saudi royal family which appeared to confirm that Mr Thatcher had acted as an agent in that deal.

The Sunday Times has, however, disclosed that it does not possess the original tapes - and anyway the transcript gives no detail of payments to

but the government has never commented on its veracity.

Mr Howard Teicher, an adviser to the US National Security Council during the Reagan presidency, insisted two years ago that he saw intelligence and diplomatic dispatches confirming Mr Thatcher's involvement in Al Yamamah.

For his part Mr Thatcher said he is a friend of Mr Wafic Said, the Syrian-born financier who acted as go-between for the British negotiators on Al Yamamah.

But he insists that the relationship with Mr Said is rooted in the close friendship between his wife, Diane, and Mr Said's wife, Rosemary.

Mr Thatcher said: "Merely because I know this man does not mean to say that he is going to pay me £12m because I am a nice guy."

## Dabbler in a variety of sectors

By Jimmy Burns and Robert Peston

### The career

The little bit of help which Mr Mark Thatcher received in his US investment business from his mother's corporate friends is strikingly reminiscent of the affair which first drew attention to his business career. This was his role as a consultant more than a decade ago working for Cementation.

Cementation's owner, Trafalgar House - like Hanson and Mr Li - is another substantial Conservative party donor. Mr Tippling said this week

that his business dealings with Mr Thatcher ceased in 1988, when Monteagle went into voluntary liquidation, although he remained a friend of the former prime minister's son.

One of Mr Thatcher's most visible business ventures was in Hong Kong in the 1980s, where he was paid to appear in television commercials for whisky and clothes. Mr Thatcher had become something of an international celebrity in his alternative career as rally driver, having got lost in the Sahara desert for six days.

He has also dabbled in a variety of sectors as a "consultant" or middleman with mixed results. Mr Leon Walzer, an Argentine businessman, this week talked of his "frivolous business relationship" with Mr Thatcher.

Mr Walzer said: "We wanted to sell electrical power stations to Peru and there was a project in Paraguay to build a railway from Asuncion to Parana to Brazil for the shipment of soy."

Additional reporting by David Pilling in Buenos Aires

## Airline industry raps new UK tax

By Paul Betts,  
Aerospace Correspondent

The introduction tomorrow of a new airport departure tax in Britain was yesterday attacked by the International Air Transport Association (IATA) as an example of government taxation policies undermining the recovery of the airline industry.

Mr Pierre Jeanniot, director-general of the trade organisation that represents more than 200 international airlines, criticised the new UK tax in his annual report, prepared for IATA's annual meeting in Mexico City today.

At a time when the airline industry was finally showing signs of profitability, it was confronted with government proposals to impose fees on passengers to pay for a variety of activities such as

supporting United Nations peace-keeping forces, paying membership fees to international bodies, upgrading meteorological equipment, infrastructure development and reducing environmental pollution.

"To single out international air transport as a means of funding such activities is discriminatory," IATA says in its annual report.

IATA confirmed that the industry had lost \$4.1bn on international scheduled services alone last year and had accumulated losses for the past four years totalling \$15.5bn.

But things were improving, with traffic now growing more quickly than capacity. Mr Jeanniot said airlines were expected to show a modest profit on international scheduled services of about \$1bn this year. IATA is also fore-

casting average annual growth of 6.5 per cent for international passenger services between now and 1998 and average annual growth of 9 per cent for freight during the same period.

Although this was "good news", he warned that "profitability of \$1bn would represent less than 1 per cent of turnover against a steady requirement for 6-6 per cent."

Britain's new tax involves a levy of £5 for travel to European destinations and £10 to other international destinations. However, airlines expected the £5 levy to apply only to EU member states, and have been charging £10 tax on tickets for travel after November 1 to European destinations outside the EU.

But the tax for all European destinations has now been set at £5, and airlines will be refunding passengers who

have been overcharged at check-in. Mr Jeanniot said: "Taxes simply increase airline costs at a time when consumers are demanding lower fares."

The new UK tax is at the middle of the scale of departure taxes elsewhere. In Europe, these include: \$2.40 at Amsterdam, \$4.80 at Antwerp, \$14 at Athens, \$9.50 at Brussels, \$4.50 at Copenhagen, \$12 at Faro, \$2.60 at Frankfurt, \$5.90 at Rome and \$1.20 for domestic flights and \$2 for international flights to Paris.

Airport taxes at US international gateways range from US\$18-US\$21, while all Canadian international gateways charge C\$19.

The departure tax at Tokyo is £13.20, while Hong Kong charges \$4.50, Beijing \$4.70, Bangkok \$5.50, Auckland \$7.75, Bombay \$6.50 and Singapore \$6.80.

## PM backs minister as 'sleaze' debate looms

By Philip Stephens,  
Political Editor

Mr John Major yesterday offered strong backing for Mr Jonathan Aitken, the Treasury chief secretary, as the government prepared for a full-scale Commons confrontation over allegations of ministerial sleaze.

The prime minister's stance came amid strong attacks by Tory MPs on Mr Peter Preston, the editor of the *Guardian*, following the disclosure that his newspaper had used House of Commons notes to obtain a copy of Mr Aitken's £1,000 bill for a stay at the Ritz Hotel in Paris last year.

Mr Aitken meanwhile dismissed suggestions that he had broken parliamentary rules by not declaring a company directorship.

Mr Major's backing for Mr Aitken followed renewed demands from Labour for the Commons' to hold public rather than private hearings into allegations of financial impropriety.

But Downing Street said Mr Major had not budged from his view that public hearings would prompt unfounded "smears" against innocent MPs. Senior Conservatives added that the government could not intervene in the

*The members of the Nolen Commission, set up by the British government to review standards in public life, were named at the weekend. They are:*

- Tom King, former Conservative Defence secretary;
- Peter Shore, former Labour Trade secretary;
- Lord Thompson of Monifieth, Liberal Democrat peer who was previously an EC Commissioner;
- Sir Clifford Boulton, retiring Clerk of the House of Commons;
- Sir Martin Jacobson, chairman of the British Council and deputy chairman of Barclays Bank;
- Prof Anthony King, politics professor at the University of Essex and a frequent BBC television commentator;
- Sir William Utting, chairman of the National Institute for Social Work;
- Dame Anne Warburton, former British Ambassador to Denmark and the United Nations, and
- Diana Warwick, chief executive of the Westminster Foundation for Democracy.

work of the all-party privileges committee without challenging its long-standing tradition of independence.

Labour, whose MPs are boycotting the present investigation, has tabled a motion for today's Commons debate demanding public hearings by the privileges committee of charges against individual MPs. But a government amendment says the committee itself

must decide on its procedures.

Despite today's expected confrontation senior Conservatives stressed that there was still scope for a compromise between Labour and Tory MPs on the committee.

One suggestion was that individuals' evidence could be heard in private while the committee held public sessions to debate wider points of principle.

## Trade mark law has the sweet smell of success

By Robert Rice,  
Legal Correspondent

UK businesses will be able to register three-dimensional shapes, sounds and even smells as trade marks for the first time today when the new trade marks legislation comes into force.

The 1994 Trade Marks Act is designed to streamline and simplify procedures for protecting brands and bring UK trade marks law into line with the rest of the European Union.

The UK Patent Office estimates the new law will save British business up to £60m in the first year and £30m a year thereafter.

Half the savings in the first year will come from the UK's ratification of the Protocol to the Madrid Agreement on the international registration of trade marks. This will allow UK companies to register their marks in all countries which are party to the Madrid Agreement in a single application.

The new laws have produced a wealth of advice from trademark lawyers. London solicitors Lewis Silkin are advising all their clients to seek registration for their names, logos and packaging.

Once branding has been protected there will be no need to establish goodwill and misrepresentation to establish passing off, or to fight infringement of copyright or design right battles, it says.

Some marks will still be excluded from registration, however. Names which are exclusively descriptive or geographical, shapes which result from the nature of the goods or which give substantial value to the goods, national flags, the Red Cross and royal insignia are all excluded. This casts doubt on whether such things as York Trailers, Dimple Whisky bottles and Jif Lemons will be registrable.

In addition to making it easier to apply for an international trade mark under the Madrid Protocol, the act sets out procedures for applying for a Community Trade Mark.

Community trade marks, expected to come into force in 1996, will allow UK businesses to get EU-wide protection for their mark with one application to the European Trade Marks Office in Alicante, Spain. At the moment companies have to file separate applications in each EU member state.

### UK NEWS DIGEST

## Milk row as dairy market is shaken up

Britain's Dairy Trade Federation, which represents milk processing companies, is to complain to the Office of Fair Trading and the European Commission about the shake-up of the UK dairy market which begins tomorrow.

The market will undergo its biggest change for 61 years when the Milk Marketing Board, the statutory buyer of milk, is abolished and farmers become free to sell to any purchaser.

The Dairy Trade Federation will make a formal complaint to the Office of Fair Trading and the European Commission on the grounds that a regulated public monopoly is being replaced by an unregulated private one.

The complaint is directed at Milk Marque, the voluntary farmers' co-operative set up by the board to act as a milk broker. Milk Marque has secured 68 per cent of supplies in England and Wales - deregulation is taking place simultaneously in Scotland and is due next April in Northern Ireland. The rest of the £3.5bn market is fragmented among about 40 dairy companies or small groups of farmer-producers buying direct from farms.

The dairy companies say this gives Milk Marque the power to push prices up sharply - an unreasonable position when European milk quotas prevent British farmers producing more than 85 per cent of the domestic market's needs.

### Move to save Post sale

Mr Michael Heseltine, Britain's trade and industry secretary, has launched a last-ditch effort to rescue his proposed sale of a majority stake in the Royal Mail ahead of a cabinet decision this week on whether to drop the privatisation. With a dozen Tory MPs publicly committed to oppose the sale of a 51 per cent in the Royal Mail, Mr Heseltine was said to be considering a range of possible compromises to "buy off" the rebels. Mr Kenneth Clarke, the chancellor, is also determined that the sale should go ahead.

The two main cabinet supporters of privatisation will seek to persuade Mr John Major that some at least of the Tory opponents could be persuaded to support a sale if stronger guarantees were given on the future of small post offices.

But there were also suggestions among Tory MPs that, as a fall-back position, Mr Heseltine was ready to consider legislating initially for the sale of a minority stake or for a majority sale phased over a number of years.

The Treasury, however, remains strongly opposed to the idea that the Post Office be given much greater freedom within the public sector. Mr Clarke has argued that such a move would significantly undermine the present rules for public borrowing.

### Upbeat inflation view

Britain will not experience a sharp return to wage inflation or an escalation in pay settlements over the next twelve months, says the independent Industrial Relations Services in its annual review of pay prospects published today. The report believes "any upturn in pay awards will be small" in the immediate future with settlements likely to rise by between 3 to 3.5 per cent in the early months of 1995.

IRS argues that the downward pressure on settlements of recent years - poor corporate performance and employers' inability to raise their product prices - remains strong.

Meanwhile, a report by City stockbroker Goldman Sachs says that UK interest rates should rise soon to hold down inflation.

The report says that analysis of the firm's inflation indicators provides "a strong case" for the rise if the government wants inflation to remain in its target range of 1 per cent to 4 per cent. The warning comes ahead of tomorrow's Bank of England third quarter inflation report and Wednesday's meeting between the chancellor of the Exchequer and Mr Eddie George, the Bank's governor.

### Minimum wage split

Four out of ten UK engineering companies support the introduction of a statutory minimum wage, says a survey from the Engineering Employers Federation.

Although just over half those polled opposed the idea, the level of support for a statutory minimum wage among 100 engineering business leaders is surprisingly high.

A similar number believed a minimum wage would have no effect on unemployment levels, while 51 per cent said the jobless total would rise. More predictably, two-thirds of companies said that accepting the provisions of the European Union's Social Chapter would lead to substantial job losses in the UK.

The results are contained in the EEF Manufacturing Matters Survey, conducted in the run-up to today's Manufacturing Matters conference in London.

More than half of those polled said short-termism by the Government had contributed to the decline in British industry over the past decade.

### Safeway joins cola war

Safeway, Britain's third-largest food retailer, is joining the cola war with the launch of an own-label cola called Safeway Select, putting further pressure on brand leaders Coca-Cola and Pepsi.

Safeway's product, on sale in all its stores from today, follows the high-profile launch of Classic Cola by J Sainsbury, the UK's largest supermarket group, and of Mr Richard Branson's Virgin Cola.

The launch throws Britain's three leading supermarket chains into a head-to-head battle, since Virgin has signed a six-month exclusive distribution deal with Tesco. All three products are made by the same manufacturer, the Canadian soft drinks company Cott, but each claims to have its own unique formulation with which to attack the UK cola market, said by Safeway to be worth £1.3bn a year.

**Subscribe  
to the FT in  
Eastern  
Europe now**

**and get the first 4 weeks free.**

Take advantage of this special introductory offer, and have the Financial Times personally delivered to your office every morning at no extra charge and you can start the day fully briefed and alert to all the issues that influence or affect your market and your business.

Hand delivery services are available in the centres of

**HUNGARY - BUDAPEST**

**POLAND - WARSAW**

**RUSSIA - MOSCOW**

Place your order now by completing the coupon below and faxing it to us on +49 69 596 44 83 or by post to Financial Times (Europe) GmbH, Nibelungenplatz 3, 60318 Frankfurt am Main, Germany. For information about subscribing to the FT in other Eastern European countries not listed above, please call +49 69 15 68 50.

To: Financial Times (Europe) GmbH, Nibelungenplatz 3, 60318 Frankfurt am Main, Germany.  
Tel: +49 69 15 68 50 Fax: +49 69 596 44 83 Telex: 416193

Yes, I would like to subscribe to the Financial Times and enjoy the first 4 weeks free. Please enter my subscription for 12 months at DM 720. I will expect delivery to start within 21 days and await your invoice.

Name:

Address:

Tel:

Fax:

Date:

EDN

Signature: \_\_\_\_\_  
(No order accepted without a signature)



Probably the best beer in the world.

## MANAGEMENT

**Vanessa Houlder** examines why Total Quality Management has been slow to take root in Europe

Total Quality Management, one of the most pervasive management doctrines of the 1980s, has lost some of its glamour in recent years. But its central idea – that quality should be applied to every aspect of an organisation – still commands passionate support from its converts.

"Quality is a way of life," declares Jan Timmer, president of Philips Electronics, the Dutch group. "Total quality is not a passing business fad but embedded in the permanent principles of human philosophy," says Louis Schweitzer, president directeur général of Renault, the French car company.

These endorsements, made at a European Quality Management Forum in Amsterdam this month, reflect the strength of enthusiasm expressed by exponents of the quality movement. Its advocates are eloquent about its central themes, namely the importance of the customer, the case for empowering employees, the need to view business activities as processes and the goal of continuous improvement.

The rhetoric associated with TQM is undermined by a serious debate. Is Europe once again falling behind on quality? If so, is TQM which is no longer viewed as a panacea in the US, the best way forward?

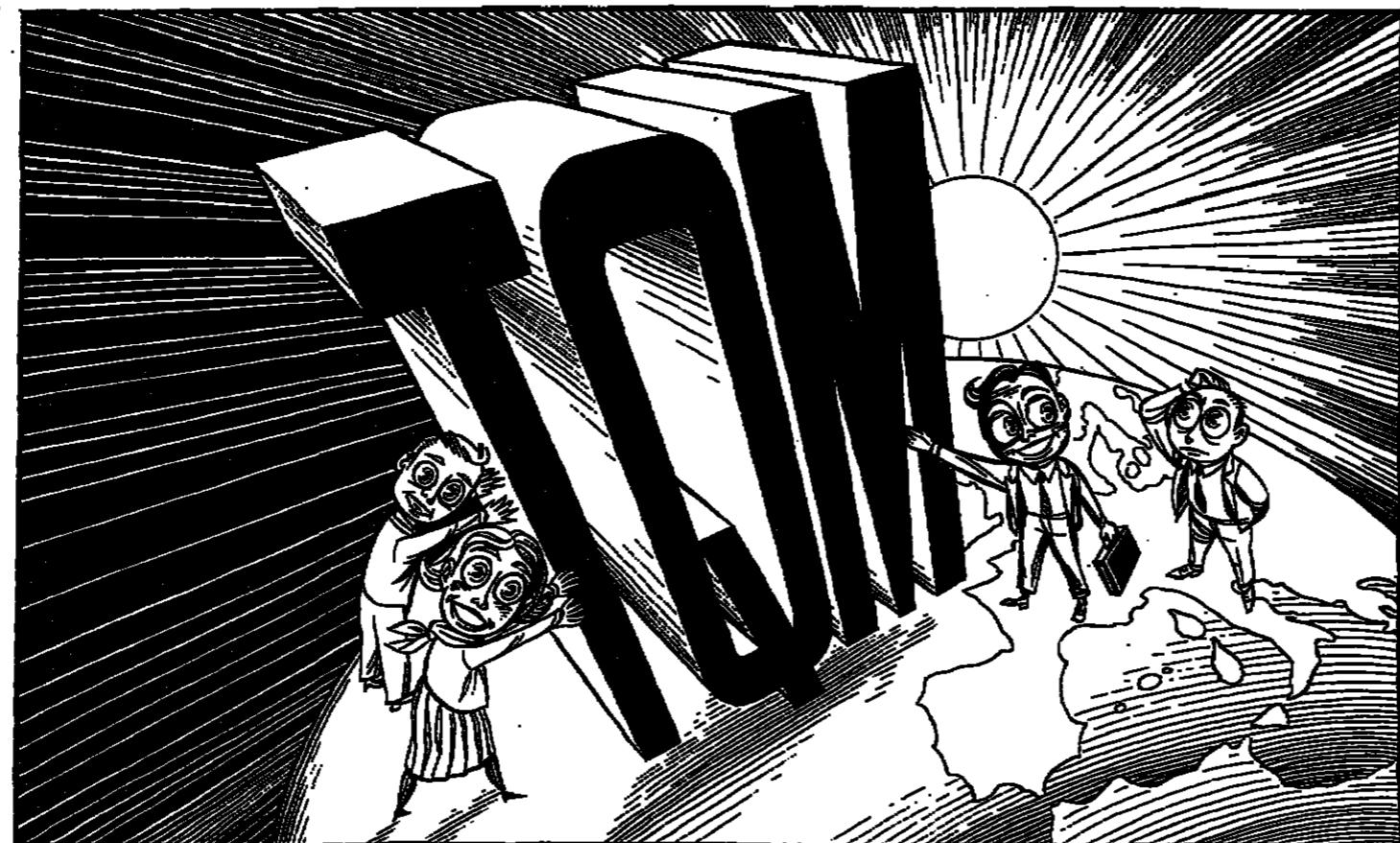
Europe's take-up of TQM remains well behind that in the US, which adopted TQM in the 1980s, and Japan, where TQM first became entrenched in the 1950s and 1960s. A survey by the European Foundation for Quality Management, the Brussels-based body which organised the Amsterdam conference, found that 30 per cent of European companies claim to have adopted TQM, compared with 55 per cent in North America and 53 per cent in Asia. Even fewer European companies – a mere 5-10 per cent – are actively pursuing TQM, it says.

Champions of TQM view these figures with dismay. "European companies will fall short on quality if they do not participate in TQM," according to Geert de Raad, the EFQM's secretary general. The European Commission is also concerned. It has proposed a "European policy for the Promotion of Quality" in a recent white paper.

A particular concern for the promoters of TQM is to extend its reach into countries, such as Germany, where it has made little impact, although BASF, Siemens, Grundig and Volkswagen are notable exceptions.

"In Germany where quality has always been established, TQM is not as easily accepted as in many

# Two steps forward, one step back



other countries," says de Raad.

The mixed reviews earned by TQM should not necessarily be a deterrent. When the Conference Board, a business membership organisation, reviewed a large number of reports on TQM last year, it concluded that "progress in this difficult area appears generally positive".

That said, many problems recur in implementing TQM. A particular challenge concerns winning the support of employees, especially in companies where morale is undermined by redundancies or where the top management is seen to lack a "gut commitment" to quality.

Middle managers, in particular, are often unenthusiastic about "empowering" their subordinates. "Middle management are going to find it hard to delegate the responsibility when their own jobs depend on meeting budget targets," says Peter Herron, director of research at Sundridge Park Management Centre in the UK.

Another common criticism of TQM is that it is too inward-looking. An obsession with methodology and standards can distract a company from chasing sales. Excessive red tape can make employees disillusioned. An early quality programme run by Phillips Electronics,

for instance, failed because of "an overemphasis on systems and procedures and forms to fill", Timmer explained at this month's Amsterdam gathering.

But champions of TQM believe that it should focus the minds of managers on both external and internal factors. The model published by the EFQM, for instance, stresses business results, the impact on society, people satisfaction and customer satisfaction, as well as internal issues such as processes, policy, people management and leadership.

One of the tasks facing promoters of TQM is how to increase the uptake of total quality in different types of organisation. Its most notable successes have been concentrated in manufacturing companies, primarily in large international companies. All three winners of the European Quality award sponsored by the EFQM have, so far, had foreign parents.

The relatively low number of quality accolades won by the service sector in Europe can partly be explained by their tendency to adopt TQM later than manufacturers, many of which were brought into total quality by adopting quality standards.

Companies with a strong market-

orientation

receive a feedback report, highlighting their strengths and weaknesses. For D2D, its assessment showed that it needed to improve its performance concerning its "impact on society" and "business results".

The companies deemed to have demonstrated the highest standards of TQM are given a quality prize; the best is given the European Quality Award. This year's other prize winners were IBM SEMEA, which manages IBM operations in southern Europe, the Middle East and Africa, headquartered in Italy, and Ericsson of Spain, a Spanish subsidiary of the telecommunications company.

All applicants for the award receive a site visit. The companies deemed to have demonstrated the highest standards of TQM are given a quality prize; the best is given the European Quality Award. This year's other prize winners were IBM SEMEA, which manages IBM operations in southern Europe, the Middle East and Africa, headquartered in Italy, and Ericsson of Spain, a Spanish subsidiary of the telecommunications company.

Brochures for self assessment and applications for the 1995 award are available from EFQM, Avenue des Platiades 19, 1200 Brussels, Belgium.

ing bias have also moved into TQM relatively late, partly because they found TQM's emphasis on customer satisfaction "boringly bland", according to John Sharpe, chairman of Birds Eye Wall's. He believes, however, that TQM can help companies address neglected issues.

Smaller companies have also tended to be slow to take up TQM,

partly because managers may feel too busy to undertake the extra work and partly because they are often more closely in touch with their customers than larger companies.

Increasingly, however, they may be under pressure to fall in line with the demands of larger customers.

"Unless suppliers are in tune with the quality demands of their customers they will not be able to meet their demands," says Clive Capp, managing director of Howard UK, an IT support company that has enthusiastically endorsed TQM.

Public-sector organisations are also beginning to experiment with TQM. The principles of TQM for non-profit organisations are no different than from any commercial organisation, once they define the nature of their customers and their results, says Ian Raisbeck, director of quality at the Royal Mail. The EFGM is making efforts to bring more small companies and non-profit organisations into its fold. At the same time, it is working on promoting TQM in under-represented countries, notably Germany.

The attitude of German compa-

nies may be changing,

according to the findings of a separate report by the Conference Board.

"As global competition intensifies, German companies are concluding that a narrow definition of product quality is no longer sufficient to ensure success," it says.

Evidence suggests, therefore, that

TQM is gradually building up momentum in Europe, although progress remains slow in several sectors and countries. The promoters of TQM have a tough challenge in sustaining interest in TQM in the notoriously fickle marketplace for management concepts.

Enthusiasts, such as Schweitzer,

are convinced that TQM will not be superseded by other management fads.

"The principles of TQM are a

matrix in which many other doc-

trines fit," he says. "The basic prin-

ciples of total quality are perma-

nent principles of good

management."

Enthusiasts, such as Schweitzer,

are familiar to every manager

trying to operate in a flat,

high-performance organisation

in Europe or the US today; that

most people, in most situations,

are best motivated by being

treated as part of a community

where objectives and

responsibility are shared. They

will then exercise self-direction

and self-control, and use their

creativity to help resolve the

organisation's problems.

This doctrine of "intrinsic"

motivation, which McGregor

christened "Theory Y",

contrasted starkly with the

traditional command-and-

control doctrine propounded

earlier in the century by, among

others, Henri Fayol, and still

practised by many organisations

today.

McGregor called this "Theory X",

and lambasted managers for

subscribing to its underlying

assumption that most human

beings are lazy, avoid work and

responsibility and need to be

controlled, threatened and

kicked in order to contribute

even just adequately to

organisational objectives.

McGregor's distinction

between theories X and Y has

become so influential in the US

and Europe over the past few

years that it has been taken as

being applicable around the

world. But this is open to

question. In a speech last month

Gerrit Hofstede, an expert in

national cultures, argued that

the distinction is irrelevant, for

instance, in south-east Asia,

where people's attitudes to

work, and to the groups of

which they form part, are very

different from those of

westerners.

As with so many other

culture-bound management

principles – eastern as well as

western – the worst mistake of

all is to think that McGregor's

approach constitutes the "one

best way" of doing things in all

circumstances. To embroider an

accuse from Bennis,

"McGregorian chant"

may be

"profoundly true" in the west,

but not for everyone

everywhere.

## PIONEERS AND PROPHETS

**Douglas McGregor**

Knowing or otherwise, every western manager who is applying the lessons learned on an organisational "change" programme of any kind has become a follower of this social psychologist-turned-college president (1906-1964).

His influence has reached us by two routes over the past decade: through the work of popular writers such as Tom Peters, Robert Waterman, Rosabeth Moss Kanter and Warren Bennis, the leadership expert who was a pupil of McGregor; and via his impact on modern performance appraisal, processes, reward systems and other personnel management techniques.

McGregor's main contribution came just four years before his death, in *The Human Side of Enterprise*, a book which transformed into a convincing managerial theory the over-worked and often cynical mantra that "an organisation's greatest asset is its people". The theory was taken to extremes by the "human relations" school which followed McGregor: its excessive emphasis on bottom-up management at the expense of authority damaged his credibility. But the more balanced practice of his principles in recent years has rightly restored his reputation.

McGregor's creed will be familiar to every manager trying to operate in a flat, high-performance organisation in Europe or the US today; that most people, in most situations, are best motivated by being treated as part of a community where objectives and responsibilities are shared. They will then exercise self-direction and self-control, and use their creativity to help resolve the organisation's problems.

This doctrine of "intrinsic" motivation, which McGregor christened "Theory Y", contrasted starkly with the traditional command-and-control doctrine propounded earlier in the century by, among others, Henri Fayol, and still practised by many organisations today.

McGregor called this "Theory X", and lambasted managers for subscribing to its underlying assumption that most human beings are lazy, avoid work and responsibility and need to be controlled, threatened and kicked in order to contribute even just adequately to organisational objectives.

McGregor's distinction between theories X and Y has become so influential in the US and Europe over the past few years that it has been taken as being applicable around the world. But this is open to question. In a speech last month Gerrit Hofstede, an expert in national cultures, argued that the distinction is irrelevant, for instance, in south-east Asia, where people's attitudes to work, and to the groups of which they form part, are very different from those of westerners.

As with so many other culture-bound management principles – eastern as well as western – the worst mistake of all is to think that McGregor's approach constitutes the "one best way" of doing things in all circumstances. To embroider an accuse from Bennis,

"McGregorian chant" may be "profoundly true" in the west, but not for everyone everywhere.

Christopher Lorenz

## Satisfaction guaranteed

As a result, it adopted the business model constructed by the European Foundation for Quality Management which encouraged it to take a more comprehensive approach to quality issues. As part of this it tried to improve customer service by training staff and introducing a score-card system to allow customers to specify exactly what they needed.

The EFQM model requires a company to assess itself on nine issues, namely leadership, policy and strategy, people management, resources, processes, customer satisfaction, people satisfaction, impact on society and business results.

Many companies use this model for their own assessment purposes without putting themselves forward for the European Quality Award. Those companies which do go forward for the award prepare a report which is scrutinised by a six-member team of assessors; companies that are short-listed

receive a site visit.

The companies deemed to have demonstrated the highest standards of TQM are given a quality prize; the best is given the European Quality Award. This year's other prize winners were IBM SEMEA, which manages IBM operations in southern Europe, the Middle East and Africa, and Ericsson of Spain, a Spanish subsidiary of the telecommunications company.

All applicants for the award

receive a feedback report,

highlighting their strengths and weaknesses. For D2D, its assessment showed that it needed to improve its performance concerning its "impact on society" and "business results".

Enthusiasts, such as Schweitzer,

are convinced that TQM will not be superseded by other management fads.

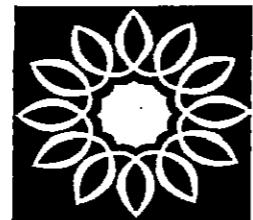
"The principles of TQM are a matrix in which many other doc-

trines fit," he says. "The basic prin-

ciples of total quality are perma-

nent principles of good

management."

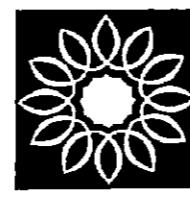


## Banca de Inversiones ARGENTARIA

April 1994 <b>RENFE</b> Pesetas 45.000.000.000 Underwriter & Agent Banco de Negocios ARGENTARIA	July 1994 <b>FCCSA</b> U.S. Dollars 313.000.000 Supplemental Agreement Underwriter & Agent Banco de Negocios ARGENTARIA	July 1994 <b>DIPUTACIÓN GENERAL DE ARAGÓN</b> Pesetas 15.000.000.000 Underwriter Banco de Negocios ARGENTARIA	September 1994 <b>KINGDOM OF SPAIN</b> ECUs 8.000.000.000 Underwriter Senior Underwriter Lead Manager Banco de Negocios ARGENTARIA	March 1994 <b>CONTINENTE</b> Pesetas 34.450.000.000 Co-Lead Manager Domestic Tranche Banco de Negocios ARGENTARIA	June 1994 <b>Endesa</b> Pesetas 167.703.612.000 Global Coordinator Sociedad de Valores y Bolsa ARGENTARIA
June 1994 <b>Generalitat de Catalunya</b> Corporació Catalana de Ràdio i Televisió Pesetas 13.000.000.000 Underwriter & Agent Banco de Negocios ARGENTARIA	July 1994 <b>Canal de Isabel II</b> Pesetas 12.000.000.000 Underwriter & Agent Banco de Negocios ARGENTARIA	June 1994 <b>SOCEFINSA</b> Pesetas 12.000.000.000 Underwriter & Agent Banco de Negocios ARGENTARIA	June 1994 <b>Gobierno Balear</b> Pesetas 9.822.072.366 Underwriter Banco de Negocios ARGENTARIA	March 1994 <b>AUMAR</b> Pesetas 14.310.000.000 Co-Lead Manager Domestic Tranche Banco de Negocios ARGENTARIA	June 1994 <b>kpn</b> Royal PTT Nederland N.V. Dutch Guilders 6.872.962.500 Co-Manager R.O.W. Tranche Sociedad de Valores y Bolsa ARGENTARIA
May 1994 <b>HOSA</b> Pesetas 8.000.000.000 Underwriter & Agent Banco de Negocios ARGENTARIA	July 1994 <b>Región de Murcia</b> Pesetas 7.253.000.000 Underwriter & Agent Banco de Negocios ARGENTARIA	July 1994 <b>Generalitat de Catalunya</b> Departament de Medi Ambient Junta de Sanejament Pesetas 5.500.000.000 Underwriter & Agent Banco de Negocios ARGENTARIA	February 1994 <b>Generalitat de Catalunya</b> Corporació Catalana de Ràdio i Televisió Pesetas 4.384.000.000 Underwriter Banco de Negocios ARGENTARIA	March 1994 <b>FCC</b> FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. Pesetas 48.000.000.000 Co-Lead Manager Domestic Tranche Sociedad de Valores y Bolsa ARGENTARIA	June 1994 <b>IMI</b> ISTITUTO MOBILIARE ITALIANO Italian Lires 2.180.000.000.000 Co-Manager Institutional Tranche Sociedad de Valores y Bolsa ARGENTARIA
July 1994 <b>EMT</b> DIRECCIÓN MUNICIPAL DE TRANSPORTES Pesetas 1.500.000.000 Underwriter Banco de Negocios ARGENTARIA	March 1994 <b>EUROFIMA</b> EUROPEAN INVESTMENT BANK Pesetas 50.000.000.000 Joint Bookrunner Banco de Negocios ARGENTARIA	July 1994 <b>EUROFIMA</b> Pesetas 10.000.000.000 Joint Bookrunner Banco de Negocios ARGENTARIA	February 1994 <b>I.A.</b> Investische Leistungsbank für Auslandsförderung Pesetas 10.000.000.000 Joint Lead Manager Banco de Negocios ARGENTARIA	January 1994 <b>Empresas La Moderna</b> S.A. de C.V. U.S. Dollars 344.655.350 Co-Manager International Tranche Sociedad de Valores y Bolsa ARGENTARIA	February 1994 <b>case</b> Case Equipment Corporation U.S. Dollars 332.500.000 Co-Manager International Tranche Sociedad de Valores y Bolsa ARGENTARIA
January 1994 <b>FCCSA</b> Pesetas 30.000.000.000 Lead Manager & Agent Banco de Negocios ARGENTARIA	January 1994 <b>Generalitat de Catalunya</b> Convertible Term Loan Pesetas 25.000.000.000 Lead Manager & Agent Banco de Negocios ARGENTARIA	July 1994 <b>Sevillana de Electricidad</b> Pesetas 20.750.000.000 Lead Manager & Agent Banco de Negocios ARGENTARIA	September 1994 <b>Corporación Iberostar</b> ARGENTARIA French Francs 1.500.000.000 Joint Lead Manager Banco de Negocios ARGENTARIA	June 1994 <b>KINGDOM OF SPAIN</b> French Francs 6.000.000.000 Co-Lead Manager Banco de Negocios ARGENTARIA	July 1994 <b>case</b> Istituto Nazionale delle Assicurazioni S.p.A. Italian Lires 4.536.000.000.000 Co-Manager Institutional Tranche Sociedad de Valores y Bolsa ARGENTARIA
May 1994 <b>Gobierno Balear</b> Pesetas 15.000.000.000 Lead Manager & Agent Banco de Negocios ARGENTARIA	March 1994 Convertible Term Loan Pesetas 15.000.000.000 Lead Manager & Agent Banco de Negocios ARGENTARIA	July 1994 <b>RENFE</b> Pesetas 15.000.000.000 Lead Manager & Agent Banco de Negocios ARGENTARIA	September 1994 <b>USIMINAS</b> Usinas Siderúrgicas de Minas Gerais, S.A. U.S. Dollars 417.422.086 Co-Manager International Tranche Sociedad de Valores y Bolsa ARGENTARIA	September 1994 <b>Grupo Iusacell, S.A. de C.V.</b> U.S. Dollars 233.618.065 Co-Manager Institutional Tranche Sociedad de Valores y Bolsa ARGENTARIA	June 1994 <b>case</b> Case Equipment Corporation U.S. Dollars 332.500.000 Co-Manager International Tranche Sociedad de Valores y Bolsa ARGENTARIA
1994 <b>ARGENTARIA</b> 2 Subordinated Issues 4 Ibex Issues Lead Manager & Agent Banco de Negocios ARGENTARIA	June 1994 <b>Gobierno de Navarra</b> Pesetas 8.000.000.000 Lead Manager & Agent Banco de Negocios ARGENTARIA	May 1994 <b>BCL</b> Banco de Crédito Local Pesetas 6.000.000.000 Lead Manager & Agent Banco de Negocios ARGENTARIA	September 1994 <b>Banco de Negocios</b> ARGENTARIA 3.000.000 CALL WARRANTS related to an INTEREST SWAP	September 1994 <b>USIMINAS</b> Usinas Siderúrgicas de Minas Gerais, S.A. U.S. Dollars 417.422.086 Co-Manager International Tranche Sociedad de Valores y Bolsa ARGENTARIA	July 1994 <b>case</b> Istituto Nazionale delle Assicurazioni S.p.A. Italian Lires 4.536.000.000.000 Co-Manager Institutional Tranche Sociedad de Valores y Bolsa ARGENTARIA



**Banco de Negocios  
ARGENTARIA**



**Sociedad de Valores y Bolsa  
ARGENTARIA**

Every day  
we help  
thousands  
of people like  
you fight  
cancer.

## BUSINESS TRAVEL

## Calls from the air

**KLM**, the Dutch airline, is installing telephones in every business-class seat of its long-haul Boeing 747s, and on wall-mounted units in tourist class. The airline will use the Inmarsat satellite network. This permits almost unrestricted calls, as opposed to other carriers which use aircraft-to-ground systems, where calls are possible only within range of a ground station. Calls will cost \$3 a minute, with a connection fee of \$5.

## HK in a jam

In Hong Kong, a daily 10-minute traffic jam could be costing the British colony huge sums, Hang Seng Bank has calculated. "If the time spent in traffic congestion [were] put to productive use, a 10-minute daily delay for each worker would equal 124m working hours for the whole economy," it said. Translated into money terms, this would imply an additional output of HK\$16bn (\$2.3bn).

Traffic conditions have deteriorated sharply in Hong Kong, with car ownership outstripping road construction. And rapid expansion of trade with China has boosted freight and passenger movements across the border.

**Frankfurt terminal**  
Frankfurt airport, Europe's number one cargo hub and second only to London Heathrow in passenger numbers, opened its new Terminal 2 last week. It hopes to siphon traffic away from crowded Heathrow. "We're expecting around 4m to 5m passengers through Terminal 2 next year," a spokesman said. "It can handle 12m passengers, and can be expanded."

Frankfurt is readying to attract more international passenger and cargo flights as Heathrow and Gatwick, London's other main airport, near saturation. Lufthansa, Germany's

national airline, will occupy half of Frankfurt's Terminal 1, together with about 30 other airlines. About DM500m has been spent updating Lufthansa's facilities, which will also be used by its partners, Thai Airways and United Airlines. Around 20 international airlines including British Airways, Delta Airlines, Deutsche KA, Japan Airlines and Air France, will move to the new terminal, which will be connected to Terminal 1 via an automatic overhead railway similar to Gatwick's.

Frankfurt has also spent large sums on an underground baggage-handling system.

## Bombay chaos

**Bombay** Overcrowding, breakdowns and a shortage of funds have turned rail commuting in and around Bombay into a daily nightmare. The 2,000 trains on Bombay's suburban network trundle nearly 5m people to work each day. Frustration has turned to violence five times in the past four months, with commuters wrecking property. The authorities plan to use longer trains and phase out level-crossings. But raising funds will be difficult. "We may have to consider approaching the European markets, through the finance ministry, for cheaper funds," said an official.

**Acropolis shut again**  
Visitors hoping for a closer look at the Acropolis in Athens were disappointed yesterday after an unemployed man threatened to commit suicide. The Acropolis has been closed since October 5 because of a guards' strike.

The culture ministry guards, who want higher pay, decided on Friday to open the site for three days after a court ruled their walkout was illegal. They will consider today whether to resume their strike. But police sealed off the monument after a man scaled scaffolding and threatened to jump.

## Likely weather in the leading business centres

	Mon	Tue	Wed	Thu	Fri
Tokyo	20	21	22	23	24
Hong Kong	20	21	22	23	24
London	13	14	15	16	17
Frankfurt	16	16	15	13	13
New York	15	16	15	16	17
L.A. Angeles	24	25	25	25	26
Paris	16	17	16	14	13
Sydney	16	17	16	15	14
Maximum temperatures in Celsius					

## Revival of a ghost town

The reconstruction of Beirut is under way, says John Westbrooke

**A**fter years in the wilderness, Lebanon is starting to put itself back on the map, and it would like the world to notice. This will not be easy. From 1975 to 1990 Lebanon was racked by a civil war involving an array of religious sects and interested neighbours; 200,000 or so people died and 1m fled abroad. And foreigners were targeted: Terry Waite was the best known of many hostages.

The war was not won. It just wound down. But the shooting stopped and the hostages went free. A comprehensive Middle East settlement remains in the future, but Beirut is a city at peace, with much reconstruction to be done.

A \$1.8bn company called Solidere was floated this year to rebuild downtown Beirut. It has raised some \$5 per cent of its capital from Lebanese at home and abroad, though foreign groups have taken a big share of the contracts. Americans, however, are restrained by a state department ban on Beirut airport.

In the meantime, the core of Beirut is an eerie place. Several blocks near the Place des Martyrs and the Green Line, which divided east and west Beirut, have been cordoned off from traffic. Squatters have been thrown out.

The streets are lined with elegant stone buildings. Though windows and shop-

fronts have been blasted away, the fabric is sound

Though windows and shop-fronts have been blasted away, the fabric is sound

were given was that there were five for every household. Real post-war Lebanese statistics are almost non-existent, but public transport was one of the institutions

wiped out. Everyone drives (hair-raisingly badly) and jams are common. Taxis are cheap, however, and drivers, like everyone else, are happy to charge in US dollars.

Soldiere's plans call for the construction of big hotels in town and the restoration of old ones such as the St George's, now a seafront ruin. Meanwhile, there are a dozen or so comfortable upmarket places that offer reasonably prompt telecommunication services. The best are said to be the Coral Beach and Summerland on the water-front, starting at around \$160 a night.

Most international cuisines

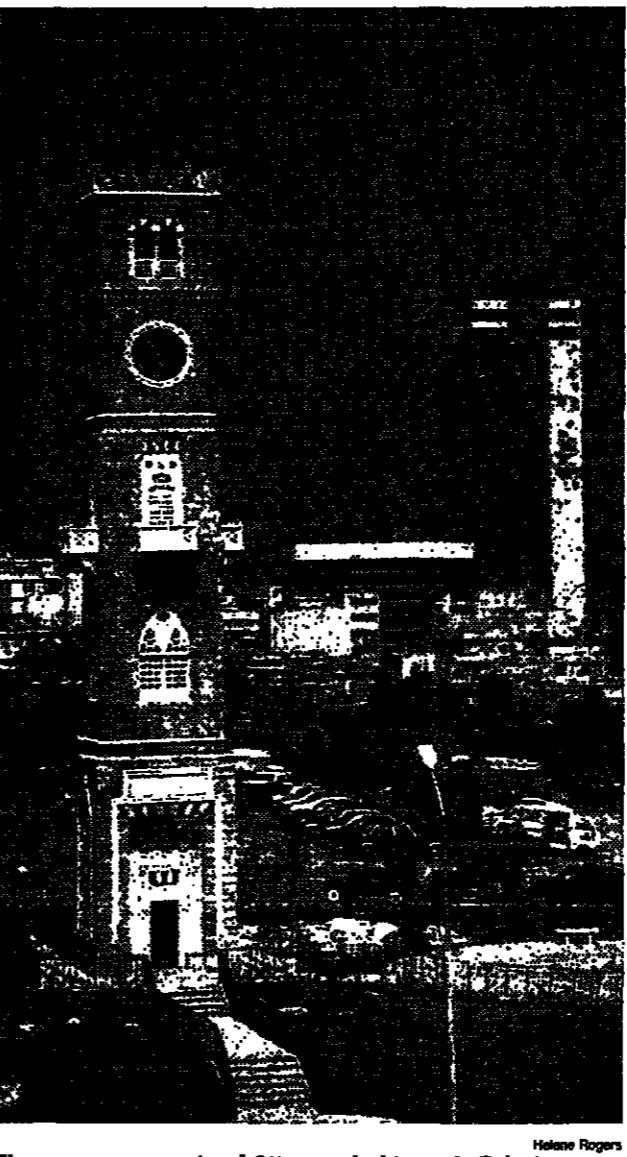
are represented in Beirut, though the most enjoyable is Lebanon's own, based on meze - 20 or more small dishes of different dips, snacks and starters. After dark, some establishments lure customers with "top Bulgarian striptease girls", but those of us who tried clubs found only so-so discos and belly-dancers.

Beiruti themselves seem to spend the evenings ambling along the corniche, chatting and drinking coffee.

Dress codes are unrestrictive (men should wear ties for business meetings, which are apt to start slightly late), and the currency is all in paper, with about £1,660 to the dollar. Bargaining is widespread.

If you have a spare day, try a trip to Baalbek, 50 miles inland in the lush Bekaa valley, which has magnificent Roman ruins. Those with more time may like to visit the ruins in the 9,000-year-old city of Byblos, the 15th-century palace of Bell Eddine, or the forest of Lebanese cedars at Bsheri near Tripoli.

A new airline, British Mediterranean Airways, has started direct flights from London to Beirut five days a week (not Wednesday or Sunday), with return fares from £399. It joins the thrice-weekly service of Middle East Airlines. Be warned: formalities at Beirut airport can be time-consuming. See Observer



Time moves on: a restored Ottoman clocktower in Beirut

## In S Korea, it is better to arrive...

"How could disasters take place in succession like this? I'm too scared to travel now."

The boat disaster happened just over a year after a ferry capsized off the west coast, killing 292.

Those who think that train or air travel might be more reassuring are wrong. In August, 160 passengers and crew aboard a Korean Air Lines Airbus had a remarkable escape when it crashed in a rainstorm on the southern tourist island of Cheju.

The collapse of one of Seoul's main river bridges, the Songsu, during the morning rush hour on October 21 killed at least 32 people and cast a shadow over South Korea's reputation as a world leader in construction.

In July last year, 64 were killed when an Asiana Airlines Boeing crashed on the south-west coast. And air force chief General Cho Kun-hae was among six people killed when a helicopter crashed south of Seoul last March.

Two months ago, three were killed and 50 hurt when two express trains collided head-on. A driver had ignored a signal. Last March, 72 were killed in a train accident in the southern city of Pusan.

Observers blame lax safety standards, non-enforcement of regulations - and corruption - for many accidents in South Korea.

Korea plans to spend \$100bn (\$87bn) on infrastructure over the next eight years. However, MPs, the media and engineers warn of more bad accidents to come. The lesson is clear in South Korea, it is always better to arrive than to travel.

The best  
Saudi company

**Saudi Arabian Airlines** offers a choice of 25 destinations in the Middle East and beyond without changing terminals. Not to mention the comfort of our seats, delicious dates with refreshing, aromatic flavoured Arabic coffee, a choice of three main courses, served on fine China, and the discreet attentions of our cabin staff.

Ahlan Wasahlan. Welcome aboard.

**saudia**  
SAUDI ARABIAN AIRLINES

Proud to serve You

## A positive attitude

It does seem as if India, the nation, has caught up with Essar, the corporation. Our belief in a positive attitude is today the preserve of an entire country. With good reason, too.

India's recent economic surges have catapulted it into the top 5 investment markets. Stoking this interest further is its base of potential consumers, over 200 million strong. India's commitment to a market-driven economy indicates a spurt of 30% in corporate returns.

As Essar, a \$2 billion-asset company with quality professional management, we see ourselves as major contributors to, and beneficiaries of, this ideal scenario. We've already achieved business leadership in steel, shipping, oil & gas, power, finance. And a position among the world's largest groups. As we explore further, our clients and affiliates are discovering that in India, we test positive.

STEEL • SHIPPING • OIL & GAS • POWER • FINANCE • TURNKEY PROJECTS • TRADING



ESSAR  
INDIA

Fax business enquiries to Bombay 91-22-493-2694, London +44-1-830-3542, New York 1-212-758-5860.

## MEDIA FUTURES

# SRI denounces superhighway claims US cable groups push into telecoms

By Raymond Snoddy

SRI International, one of the world's largest research institutes, has denounced the information superhighway as a myth created by media hyperbole, and as too vague and ill-defined a concept on which to make investments.

The sceptical note comes at the end of a \$1.2m two-year study programme, and as SRI - formerly the Stanford Research Institute - embarks on a further two-year research programme on digital-video-multimedia.

SRI is also increasingly sceptical about the idea of a significant degree

of convergence between the main communication industries, although several major industries are becoming closer through alliances and involvement in each other's markets.

"The notion that the computer, TV, video-game and telecoms industries are likely to merge into one gigantic full-service entity has no support, and much evidence to suggest that the industry will continue to remain separate," SRI says.

The organisation, which over the next two years plans large reports on company strategies in the emerging interactive-media and digital-media markets, the latest technology trials, new media business models and

market prospects, warns that consumer acceptance and demand for the new services is "highly speculative". It believes that, though the potential for change in digital video technology is vast, the rate of change for most applications will be much slower than expected. The problems range from the fact that most of the required infrastructure will not be in place before the end of the decade, a lack of agreed standards and that the cost of the technology's initial deployment remains too high.

"A good example is desk-top video-conferencing. The value added to most users in increased productivity is not great enough to warrant spending approximately \$3,000 per desk-top," SRI argues.

More than 50 large corporations, ranging from IBM and Sony to Microsoft and Siemens, are sponsoring the SRI research project. With the exception of areas such as education and video games, SRI believes there will be no stampede in the direction of interactivity, and that watching video entertainment will remain a mostly passive activity. New services will also not face competition against each other but with existing media. In the face of advanced pay-per-view services and video-on-demand, video rental stores will not disappear "quietly, or

quickly" but will probably lower their prices and compete fiercely.

SRI sees "packaged media" in the form of CD-Rom-based video games and video information products at the forefront of emerging new markets. Video CD will also, SRI believes, attain modest success during the next three years, but it will not reach the critical mass in consumer markets necessary to elevate it to the same levels as CD audio or VHS video. The *SRI Digital Video Multimedia programme costs £23,000 to sponsor for two years, including seminars and consultancy. SRI International Europe, Menlo Park House, 4 Addiscombe Road, Croydon CR0 5TT.*

By Victoria Griffith

US cable companies are resisting the Federal Communication Commission's (FCC) ruling allowing local telephone groups into the cable business, by mounting their own bids to break into telecommunications.

Last week, cable group Time Warner applied for state permission to enter the local telephone business in Ohio. A day earlier, TCI, Cox and Comcast announced the formation of a joint venture with long-distance carrier Sprint to offer local and long-distance services, wireless communications and cable in a single package to consumers.

These forays will eventually result in the complete breakdown of barriers between the two industries, analysts predict. "In the long-term, cable will compete with the local exchanges and vice-versa," says Berge Ayazian, senior vice-president of Yankee Group. "These companies are wise to position themselves to act quickly once the barriers come down."

Earlier this month, the FCC's "video dial tone" ruling paved the way for local telephone companies to build the infrastructure for cable services. Long-distance providers like AT&T, Sprint and MCI do not benefit from the ruling, since they do not provide wiring to houses and office buildings.

According to Alagem, the relationship is working well. The company is opening a new manufacturing facility at Angers in France, where Bell makes printed circuit boards and other PC components.

Nobody can say with certainty that Packard Bell's future is assured. Many companies in the PC business have experienced false dawns. And the home market is quirky and unpredictable. But what Packard Bell has achieved so far suggests that as multimedia expands into the home, a Packard Bell machine is likely to be at the end of the information superhighway.

But the FCC and local telephone groups insist federal and state scrutiny of rates will prevent this from happening.

The Rochester telephone company, re-named Frontier earlier this year, will soon become the first to face competition in its market. In January, Time Warner will offer residents in the up-state New York region an alternative service. The success of that experiment will probably help determine the speed with which cable companies gain access to other areas. Most states now guarantee a monopoly for the Baby Bell groups which split off from AT&T in the 1980s.

Cable wires are generally set up to send one-way signals to households, and are not easily adaptable to two-way telephone signals. Time Warner will try to resolve the problem in Rochester by putting a telephone box to convert the signals next to the cable box in customers' homes. The new Sprint, TCI, Cox and Comcast venture will try a more direct route, aiming to provide a wireless service to consumers.

The sudden burst of activity in the cable-telephone cross-over has sparked renewed calls for sweeping Congressional legislation. "This cannot and should not be settled on a case-by-case basis, depending on what individual states decide," says Donna Lampert, special counsel for legislation and policy at the FCC. "We need comprehensive federal legislation."

The FCC, for its part, can only interpret existing laws governing the sector. A nearly successful push for a telephone-cable bill was squashed by the local telephone companies earlier this year and observers are sceptical that the 1996 Congressional session will produce any new legislation on the issue. Meantime, telephone and cable companies will continue to test the limits of their involvement in each other's business.

## Where Packard Bell has the PC edge

Alan Cane on why the Californian company has been so successful in the multimedia revolution

**W**hile the battle between International Business Machines and Compaq for leadership of the personal computer business has been hogging the limelight, a hitherto little-known player is threatening to upset the giants of the multimedia industry.

Packard Bell Electronics, a privately-held Californian PC manufacturer which sells exclusively to home users through retail outlets, crept past IBM in the first six months of this year to take third place, after Compaq and Apple Computer, in the US PC market, and is now fourth - after Compaq, Apple and IBM - in the worldwide market. Its projected 1994 sales are \$2.5bn and should be close to \$3bn next year, says Benny Alagem, its chief executive.

The significance of that rate of progress should not be under-estimated. Compaq, Apple and IBM are the "proliferation league" PC makers, pioneers of the industry and owners of the most prestigious brand names in the business. But who goes out purposely to buy a Packard Bell?

Packard Bell Electronics was founded in 1926 as a radio manufacturer and has no connection to Hewlett-Packard, the US electronics giant, or to the Bell telecommunications companies. Nevertheless, it seems to have got two elements of the



Benny Alagem: sales should be close to \$3bn next year

multimedia revolution right.

First, multimedia services are likely to be delivered to the home through PCs rather than TV sets. A report this week on multimedia in European homes from the research company Infocom notes: "One of the most striking conclusions to be thrown up is that the PC rather than the TV set will be the likely focus for multimedia services in the home... a

whole range of multimedia-related equipment and activities are concentrated in the same type of households, and PC buying is concentrated in these same busy households."

This year, as many computers will be sold for use in the home in the US as for use in business. Packard Bell has a 41 per cent share of mass retail sales in the US, ahead of IBM (13 per cent) and Apple (9 per

cent). The implication is that in the US, at any rate, multimedia services are more likely than not to be delivered to the home on Packard Bell machines.

The company's own corporate goals include "making the PC the centerpiece of the home", "implementing the most efficient manufacturing model in the industry so everyone can afford a PC" and "having a Packard Bell in every home".

Second, ease of use and maintenance is a critical factor in the home market. Even IBM has been forced to this conclusion. "The PC industry has done a brilliant job of innovation and technology," said G Richard Thomas, head of IBM's PC operations, last month, when introducing a new, simplified PC range. "But in the process we have lost touch with the majority of customers who are all sized and confused by the complexity in the technology, the array of choices, and the level of support."

Packard Bell claims to have been the first manufacturer to sell systems complete with a hard disc and pre-loaded software, and the first manufacturer to build in a CD-Rom drive, creating a multimedia packaged system. It also claims to be the first PC manufacturer to introduce on-site maintenance to the home. It calls its latest family of

systems "home appliances". Packaged in a single cabinet is a multimedia PC which doubles as a compact disc player, a stereo system, a TV and video player, a telephone answering system and facsimile machine, complete with modem for attachment to the telephone network. All this for between \$1,499 and \$2,999.

The Packard Bell machines are designed to look good in the home. But more important is Navigator software developed by Packard Bell to make using its computers easier. Navigator is based on pictures and operates by interacting with Windows, Microsoft's graphical interface. Benny Alagem makes it clear, however, that although users need never go into Windows, Navigator is not a replacement for the Microsoft product.

**T**here are various ways to use Navigator. One method starts with a view of a hallway with rooms leading off it. As the cursor is passed over the doorways, the rooms are illuminated as if a light has been turned on. The rooms represent the learning centre full of tutorials and demonstrations; the workspace, a management system for applications and documents; a software area for all the programs available; and a suite of games called Kid-space. Next year the company will offer special software that

### ARCHITECTURE

## David and the car goliath

Colin Amery outlines Florentine designs for a second renaissance

**W**hen I think of Florence, I still think of the Flood. On November 4, 1966 the River Arno burst its banks and threatened - indeed destroyed - some of the finest art treasures and buildings of the Italian Renaissance.

In recent years Florence has been threatened and damaged by less obvious but equally damaging floods, those of cars and tourists. Any summer visitor to the city will know that it is now impossible to see through the barricade of backpacks and shorts to the pictures on the walls of the Uffizi gallery. It is impossible to penetrate the city centre by car during the day, and there is no chance of a photograph of a Florentine architectural masterpiece without a foreground of masses of cars.

However, in London at present you can see exactly what the authorities of Florence are planning to do for their troubled city in the next decade. Their plans are on show at the Italian Institute in Belgrave Square until November 25 (Mondays to Fridays, 10am-5pm).

The problems of Florence are common to many historic towns and cities of Europe, and it seems fitting to look to the city that produced Dante, Giotto, Michelangelo, Leonardo, Galileo and Brunelleschi to see if it can now produce the right answers for the 21st century.

For a start there is honesty in the admission of the Florentine authorities that the last 30 years have been ones of inactivity, indecision and internecine fighting between the city centre, the shopkeepers, the hotel owners and the ill-planned suburbs. This constant struggle has been enlivened by the daily arrival of 80,000 cars, as well as the annual arrival of 7m tourists.

When he spoke in London last week, Alfredo Franchini, Florence's councillor for urban planning, announced the city's approval of a completely new master-plan produced by Marcello Vittorini. Franchini showed a touching faith in rationalism and in planning itself. But it is important to realise that the master-plan is not a ruthless grid of geometry thrown over a dying city. In



Florence: Krier's work revives the city's architectural and planning traditions

fact, studied carefully, the Vittorini plan is a gentle adoption of many of the qualities that have made cities work in the past.

He appears to believe, thank heaven, in the value of mixed development.

All the best cities in the world are an effective mix of homes, workplaces and cultural and leisure activities. The idea of strict zoning has long been discredited.

Urban qualities are hard to define, but we recognise them when we see them. With its remarkable skyline and carefully controlled scale within the surrounding hills, the centre of Florence both works and is beautiful.

But it has a declining population. Only 400,000 people live in the centre, and the prediction is that numbers will continue to decline. The problem is to make historic centres attractive to residents as well as to tourists.

Two important influences are already changing Florence, and there are vital lessons here for London and other declining cities. Alarm at the level of atmospheric pollution forced the passing of a law to ban cars that are not fitted with catalytic converters or carrying fewer than three people from the city centre. Second, realising the inevitability of some cars, Florence has

embarked on the expensive but necessary provision of underground car parks.

The most significant changes in the city are likely to be in an area largely owned by Fiat, known as Novoli, to the north-west of the historic centre. Under the master-plan it is proposed to devote many of the city's essential services - town halls, libraries, smaller museums, banks and sports centres - to five new "boroughs". Novoli will be one of these and the fact that a large part of it is in the single ownership of Fiat - it was once a large component factory - has eased the planning process.

**T**he Fiat-Novoli plan has been prepared by the influential urbanist Leon Krier, who has planned a large area, about 1,000 acres, dividing it into 14 urban sections. Each of these sections will feature a rich mixture of uses, and will regenerate in an imaginative way the run-down high-rise housing and demolish much of the disastrous detritus of the 1960s.

As the centrepiece of the redevelopment, the plan shows a 30-acre park and some 50 acres of new buildings. Wisely it includes major new public buildings for the university and the courts of justice.

Krier's work for Florence has become a city to watch.

• The Accademia Italiana has organised a public conference on the Florence plan in London on November 23. Tickets and details, tel: 071-235 0303.



### SPOT THE REFUGEE

There he is. Fourth row, second from the left. The one with the moustache. Obvious really.

Maybe not. The unsavoury-looking character you're looking at is more likely to be your average neighbourhood slob with a grubby vest and a weekend's stubble on his chin.

And the real refugee could just as easily be the clean-cut fellow on his left. You see, refugees are just like you and me.

Except for one thing.

Everything they once had has been left behind. Home, family, possessions, all gone. They have nothing.

But we are asking that you keep an open mind. And a smile of welcome.

It may not seem much. But to a refugee it can mean everything.

UNHCR is a strictly humanitarian organization funded only by voluntary contributions. Currently it is responsible for more than 19 million refugees around the world.

UNHCR Public Information  
P.O. Box 2500  
1211 Geneva 2, Switzerland



## PEOPLE

# More rooms at the Inns

As the world's biggest hotel company continues its breakneck expansion, president Michael Leven tells Michael Skapinker that he will match quality to quantity

**W**hen Michael Leven joined Holiday Inn in 1980, he engaged the services of an Atlanta-based British woman who teaches Americans how to deal with UK companies.

Holiday Inn had recently been taken over by Bass, the UK brewer, and Leven, who grew up in Boston, was worried about committing some indiscretion. "Americans are scared to death of doing the wrong thing," he says.

His memories of what the consultant taught him are hazy. But whatever it was, it seems to have worked. Earlier this month, Leven, 56, was promoted from head of the American division to president and chief operating officer of Holiday Inn Worldwide, giving him responsibility for the day-to-day running of the world's biggest hotel company.

Over the past two years, Holiday Inn, which has more than 1,900 hotels, has been opening new properties at the rate of one every two days. It plans to have 3,000 by the end of 1998.

Much of the expansion will be abroad. Hotels outside the Americas currently provide Holiday Inn with 10 per cent of its profits, but Leven wants to see that rise to 33 per cent over the next four years.

His anxiety about running an international, UK-owned business has disappeared, although he has made some adjustments to style. One of the things he does remember his consultant telling him was that UK companies were more formal than American ones.

"She said that I had to remember that most British business people think that Americans shoot from the hip. She was right. That was very helpful. When I wanted to do something I made sure I had all the documentation."

Leven says Bass has become less formal in the four years he has been there. In the beginning, however, he was struck by the manner in which Bryan Langton, Holiday Inn's British chairman and chief executive, conducted meetings.



Langton began by noting the apologies, a procedure which was new to Leven. He says: "In the States, if a guy doesn't show up, he doesn't show up."

Other than that, he thinks the problems of working across national boundaries have been exaggerated. "People have made doing business internationally into a mystique. It's easy when things aren't going right to make the excuse that it's because the people are different. Oftentimes, things don't go right when people aren't different."

Everyone, he says, has been asking how he and Langton, who remains chairman and chief executive, are going to divide duties between them. Bass says Langton, 57, will focus on strategic issues, while Leven takes responsibility for hotel operations and sales.

Leven says that companies often want their two top executives to have different skills: for one to be strong in finance, for example, and the other in marketing. In the case of Langton and Leven this is not so. They have similar back-

grounds having specialised in the operational side of the business. And their personalities are not dissimilar; both are accomplished raconteurs.

Leven says: "It's not the usual balance between the chief executive officer and the chief operating officer. But the real advantage I have working with Bryan is that he understands Bass and how to move through it."

Before joining Holiday Inn, Leven spent five years as president of the US chain Days Inn. He has spent his entire working life in the hotel industry, except for nine months in the late 1960s when he was employed at the Practising Law Institute in New York.

His job there was to make hotel bookings for the institute's meetings. He was appalled by what he saw. "I got to understand what a hotel was like from the customer's point of view. I learned how badly customers were treated."

Leven has also had a taste of life as a Holiday Inn franchise holder. While he was working as head of operations for a

company which ran a Holiday Inn under a franchise agreement, there was a disagreement on how much to spend on refurbishing a hotel. Leven suffered the indignity of being thrown out of the system.

It is something he has done to many other hotel owners since. The company only owns about 10 per cent of the hotels that carry its name. The rest are run by franchise-holders.

Bass found that many were run down, particularly in the US, and that the Holiday Inn name had been badly damaged as a result.

Veterans in the company found it difficult to accept that this had happened. Holiday Inn had been launched in 1952 with the specific intention of providing travellers with a guaranteed level of quality and no unpleasant surprises. Kemmons Wilson, its founder, built the first Holiday Inn in Memphis, Tennessee, after deciding that there had to be something better than the appalling hotels he had encountered on his travels round the US.

Langton moved the compa-

ny's headquarters from Memphis to Atlanta and cut headquarters staff from 2,450 to 1,000.

Leven's first job at Holiday Inn was to raise the franchised hotels' standards. It is a task he says is not yet complete. "I am not happy with a piece of the chain where the quality and service standards are still behind what they should be," he says.

Leven estimates that about 15 per cent of Holiday Inns in the Americas still have unsatisfactory standards. He would be happier if the figure fell to 5 per cent - which he says should happen by the beginning of 1997.

He insists, however, that much has been done to rescue the name since the Bass takeover. Of the 1,600 Holiday Inns in the Americas, almost 1,000 have been fully refurbished.

But how will Holiday Inn maintain standards if it expands as rapidly as it says it will? Over the past two years, the company has signed joint venture agreements with local partners to open 30 hotels in Indonesia, 47 in Thailand, 70 in India and 11 in Nepal.

It will also manage two luxury cruise ships in China. Over the next five years, franchisees and joint venture partners will build 60 hotels in Europe. Leven says: "We don't have quality problems with the hotels we open. It's the older ones that have problems."

The question that intrigues analysts in the leisure industry is whether, if the expansion goes smoothly, Leven's reward will be the chairmanship when Langton retires.

Bass insists that nothing should be read into Leven's promotion except that he has a job to do. Leven concedes that if he fails to meet Holiday Inn's targets, that sort of conjecture would be irrelevant anyway.



## Cosmopolitan adviser at Daimler

All change at Daimler-Benz, Germany's largest company.

Where Edward Reuter steps down next May to be supplanted as chief executive by the boss of the aerospace division Jürgen Schrempp, writes Katherine Campbell. As Schrempp assembles his own, younger team, the chief financial officer, 52-year-old Gerhard Lienau, moves off the board in order to become the new group's principal adviser on international affairs.

The assignment is not inappropriate for the man once tipped to run the colossus himself. His role in teaching the local Swabians to think internationally has been seminal. The product of a solidly international background, Lienau (below) studied extensively outside Germany, lived in Chile in the early 1960s before he joined Daimler, and has travelled very widely since. He is, for instance, honorary Mexican consul for the State of Baden Württemberg.

The brains behind the co-operation with Mitsubishi, and fluent in English, Spanish and French, he masterminded last year's New York Stock Exchange listing. He is also the progenitor in the last couple of years.

But the difficulty here is that executive directors on the Bass board have to leave at 60; though US Holiday Inn employees can continue until 65, Leven is only a year younger than Langton and would be near the board age limit when Langton retires.

Bass insists that nothing should be read into Leven's promotion except that he has a job to do. Leven concedes that if he fails to meet Holiday Inn's targets, that sort of conjecture would be irrelevant anyway.

years of the company's move towards global sourcing.

Now that Lienau is relegated to an advisory role, however, who will pipe up at board level to ensure the company continues its fight against provincialism? Instead of looking outside, perhaps for a non-German, the supervisory board is expected to confirm in the position Manfred Gentz, a 42-year-old lawyer who has spent his working life at Daimler in seemingly solidly domestic jobs. While he has run Dehis, the service and computer software subsidiary, for the past four years, the company is unfathomable on the subject of Gentz's linguistic abilities.

## No firing over Japan's smoke?

If heads are to roll because of the flop last week of the Japan Tobacco flotation, then Jiro Saito, vice minister of the Ministry of Finance, is vulnerable.

Regarded as the ultimate ministry of finance bureaucrat - shrewd and arrogant backed by astuteness and power - Saito is not known for apologising, writes Edward Terazono.

All he has said is that he regrets the way the flotation turned out. However, that may not be enough to mollify Japanese brokers unhappy over its handling at a time when average daily trading volume on the Tokyo stock market remains below 300m shares. With demand for stocks still fragile, they feared that extra supply would depress investor confidence.

Saito has also come in for criticism over the method used for pricing the public offering. Rather than going through the "book building" process used in other leading financial markets, the ministry of finance offered the stock at the mid price of a pre-offer auction. Both Japanese and foreign brokers felt frustrated; they could see the ministry ignoring their claims that the flaws of the method echoed those in the last year's failed privatisation of the East Japan Railway.

Saito says that his ministry would "humbly listen to opinions from the outside" about future privatisations.

This sort of statement may be enough to curb calls for his head. But if UK and North American investors had seen the value of their investment

drop by 23.5 per cent in its first day's trading, they would not have let the man from the ministry get off so lightly.

## ISS goes for a local clean-up

ISS International Service Systems, the Danish office cleaning group, has hired a local man to head its North American division, the market leader in the US cleaning business, writes Hilary Barnes.

Dennis Spina, 50, president and chief executive of Suburban Propane, the second largest retail distributor of propane gas in the US, has replaced Henrik Slipager.

Slipager quit after he was passed over this summer in the battle to succeed the group's veteran chief executive, Poul Andreassen, when he retires in 1996.

Spina's arrival at ISS coincides with the Danish firm's decision to get its shares listed on the New York Stock Exchange and raise \$80m of new capital. ISS's profits have grown rapidly over the past four years and North America now accounts for 44 per cent of the group's revenues. Roughly 45,000 of ISS's 130,000 employees are based in North America.

Suburban Propane is part of Hanson Industries which acquired it when the UK conglomerate took over Quantum Chemical in September 1993. Spina is being replaced by the group's chief financial officer Salvatore Quadrino. Quadrino, 47, will be based in Whippany, New Jersey.

■ William Crosby, 73, one of the grand old men of the US life insurance industry, is stepping down after 27 years as chief executive of US Life, the New York-based insurance company which has \$132bn of life insurance in force. Crosby, who entered the life insurance industry immediately after he was discharged from the US Navy, started in business as an insurance agent in Tennessee before moving to New York where he helped set up the state's first life company.

William Simpson, 55, who was chief operating officer of Transamerica Occidental Life before he joined US Life in 1990, takes over as chief executive on January 1. Crosby will continue as chairman of the board and the executive committee.

Client/Server computing is good for your people because it gives them easier access to more information. It's good for your business because it removes barriers between existing systems, giving you new flexibility to reorganise and to reengineer.

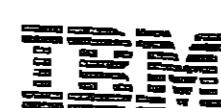
**Client/Server from IBM.**  
Because a solution has to take the pressure from both the inside and the outside world.

So the question is not whether to explore Client/Server, it's what to look for in the people who help you. Here's a suggestion: if they don't have a long list of references in multi-platform, multivendor integration, and a solid knowledge of your kind of business, call someone who has; someone like IBM.

We keep careful track of everything we learn, because although each Client/Server solution is unique, we'll compare your situation with ones we've faced before to give you the direct benefit of real-world experience. What's more, we can help you at any stage: from initial consulting to implementation.

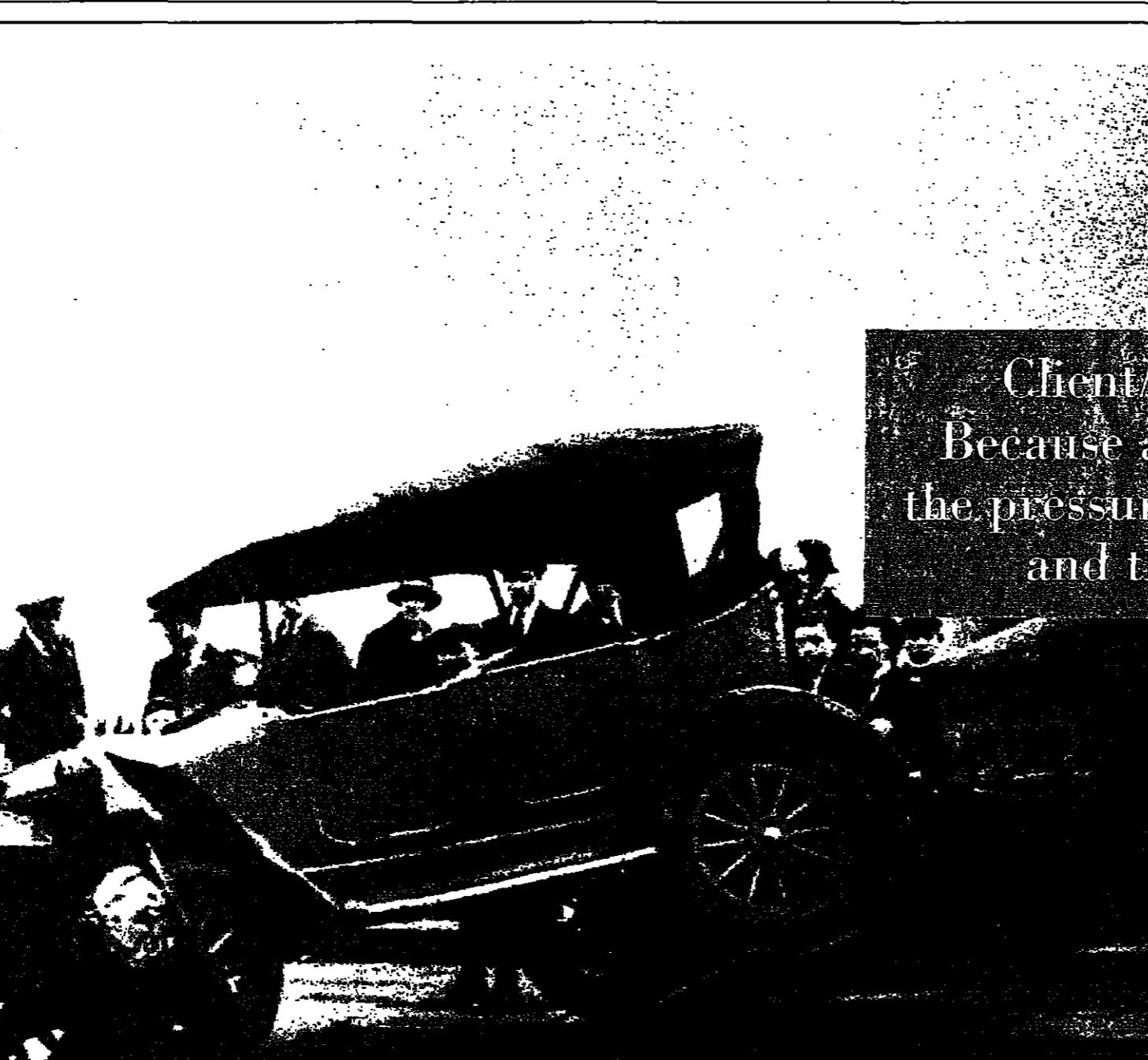
So if you want a solution that can take the pressure, call us first. Simply contact your local IBM representative.

INTERNET: A Guide to Open Client/Server is available via  
1) E-Mail: client.server@net.ibm.com  
2) http://www.europe.ibm.com/client\_server  
3) ftp://ftp.europe.ibm.com/client\_server/dors



There is a difference

Photo: Julian Holland/PA Wire



**BARBICAN, LONDON**  
The first theatrical performance of the "Everybody's Shakespeare" season opens on Wednesday when the Dusseldorf Schauspielhaus brings Karin Beier's controversial staging of "Romeo and Juliet" (right) to the main Barbican Theatre. Downstairs in the Pit, the director John Barton leads a week of performances of "The Language of Shakespeare".

## OPENINGS

# The truth behind Wonderland

Jackie Wullschlager explores the dark side of Lewis Carroll as a new play opens in London

A hundred years ago, an Oxford don asked a mother if he might photograph her three daughters. "What I like best of all," he wrote, "is to have two hours of leisure time before me, one child to photograph and no restrictions as to costume... I trust you will let me do some pictures of Janet will [but, if the worst comes to the worst, and you won't concede any nudities, I think you ought to allow all three to be done in bathing drawers, to make up for my disappointment.]"

This was Lewis Carroll, a respected academic, addressing the pain wife of another Oxford fellow. Was the famous children's writer a Victorian innocent, or was he a 19th-century Humbert Humbert, driven by forbidden desires, drawing the gullible into his web?

Tomorrow, *Alice's Adventures Under Ground*, a new play about the darker side of the great storyteller, opens at the National Theatre. Written by Christopher Hampton, author of the successful 1980s drama *Les Liaisons Dangereuses*, and directed by the radical choreographer Martha Clarke, it is based on intimate letters and diaries and fixes on Carroll's own dangerous liaisons with little girls.

This is the most sensational aspect of Carroll's life. Biographers have always fought shy of it, while passages in Carroll's diary casting light on the troubled side of such friendships were altered or torn out after his death. But it is an issue which not only lies at the heart of the creation of the *Alice* books. It also raises topical questions about what makes adults write children's books at all, and about how adult fantasies mould a society's vision of childhood, and so condition children's rights and lives.

Carroll grew up in the 1830s, when the Victorian cult of childhood was beginning to grip the nation. It was an English phenomenon - compare the simpering innocence of Dickens' girl heroines, or Tess of the d'Urbervilles, or Little Buttercup with their worldly European counterparts like Madame Bovary, Anna Karenina, Carmen and it was rooted in Victorian repression of sex.

This made pre-sexual girls an obvious focus. Many famous Victorians fell for them - Ruskin wrote love letters to a nine-year-old, the

vicar-diary Francis Kilvert rhapsodised about girlish thighs and buttocks, and Lewis Carroll was fixated with little Alice Liddell.

In our post-Freudian age, the sexual undercurrents seem blatant and these friendships unhealthy. The truth was more ambiguous. A man like Carroll loved children instead of women because they were safely pure and thus sexually undemanding. He found in them a focus for emotional satisfaction which never threatened his ideal of chastity. His love probably had something of the sexual frisson of a schoolgirl crush; it fuelled the imagination but was never meant to be realised.

Carroll turned his obsession into a new form of literature. For Alice Liddell, he wrote *Alice's Adventures in Wonderland*, and gave it to her for Christmas 1865. It was a hit in the nursery because it was funny, amoral and dismissive of adults. It was a hit with parents because it recreated the lost imagination of childhood. These two features made it the first children's classic. Its mix of subversion and nostalgia has shaped every children's book written since.

Carroll was a stuttering bachelor mathematician whom a buttoned-up society pushed into real eccentricity. He was thin as a stick and stiff as a poker, he said and ate little, and listed his faults as "indulging in sleep in the evening". He fled instantly from any gathering where his children's books were mentioned, yet spent several weeks a year on the beach at Eastbourne, carrying a supply of safety pins with which to persuade pre-pubescent girls to hitch up their skirts and paddele in the sea.

Carroll disdained his emotional self into non-existence, then poured his vengeful frustration into fantasy. The *Alice* books, where an untouched little girl keeps aloof from the threats of sensuous, violent, uncontrollable figures like the Queen of Hearts and the Mad Hatter, depend on a distaste for sexuality. The dream of the Wonderland garden suggests a guilt-free Eden before the Fall.

After Carroll, these echoes began to sound through children's books and give the genre its mythic, lasting appeal. By the 1900s Freudian undertones came close to the surface. Peter Pan is about the triumph

of

a sexless boy over the masculine, virile Captain Hook, marked by the phallic symbols of twirling iron hook and fat cigar. Barrie, too, liked children, not women; his marriage was unconsummated and his Neverland, where no one grows up, is another prelapsarian wonderland. So is the riverbank of *The Wind in the Willows*: Kenneth Grahame told president Roosevelt that the book was "clean of the clash of sex".

By the 1950s, the cult of children was being replaced by the cult of adolescence, but Carroll's Victorian idealisation of childhood still held sway. A novel like *Lolita* is a teenage descendant of *Alice* in the aura of innocence surrounding the

abused heroine, in the surreal wonderland of American highways and motels, in Nabokov's wordplay.

After the Bible and Shakespeare, Carroll is the most quoted author in English. His letters to little girls are little-known, but their liquid flow of emotion and badgering sentiment - "I send you seven kisses, to last a week": "Haven't I a right to be affectionate if I like?" - complement the rigour of *Alice*. They suggest the link between adult fantasies and fears, and great children's writing.

Martha Clarke has long specialised in evoking the world of fantasy, and theatre, which can more effectively win sympathy for different perspectives, is perhaps a better place than biography to explore this touchy side to Carroll's story.

In *Les Liaisons Dangereuses*,

Hamilton staged a historical reconstruction which also reflected the pleasure-seeking, 1860s me-generation.

*Alice's Adventures Under Ground* - Carroll's original title, rejected because it sounded like "a lesson book about mines" - is just right for the self-doubting child-obscured politically correct 1990s. It should provoke, as *Liaisons* did, literary, historical and social debate.

"*Jackie Wullschlager's book "Inventing Wonderland", about the lives of Lewis Carroll and Kenneth Grahame, will be published by Methuen next spring.*

from

18 stories by John Cheever to create a new work, paying homage to one of his influences while showing Cheever's work in a new light (Playwrights Horizons, 416 West 42nd St, 279 4200). ■ *An Inspector Calls*: J.B. Priestley's 1945 mystery in a stunning re-interpretation by Stephen Daldry, first seen at Britain's National Theatre (Royal, 242 West 45th St, 239 6200).

■ *Show Boat*: Harold Prince's new production of the 1927 Jerome Kern/Oscar Hammerstein musical is the first show on Broadway to cost \$75 a ticket. It is a huge hit which will run and run - but in her FT review, Karen Fricker said that despite its musical excellence, the production was emotionally empty (Gershwin, 51st St west of Broadway, 307 4100).

■ *Jelly Roll*: Vernel Bagneris stars in a musical show about jazz legend Jelly Roll Morton (47th Street Theatre, 304 West 47th St, 265 1088).

■ *Guns and Dolls*: a top-notch revival of the 1950 musical about the gangsters, gamblers and good-time girls around Times Square (Martin Beck, 302 West 45th St, 239 6200).

■ *Carousel*: Nicholas Hytner's bold, beautiful National Theatre production from London launches the 1945 Rodgers and Hammerstein musical towards the 21st century (Vivian Beaumont, 150 West 65th St, 239 6200).

■ *Kiss of the Spider Woman*: pop star and ex-Miss America Vanessa Williams has taken over the title role in the long-running Kander and Ebb musical directed by Harold Prince (Broadhurst, 235 West 44th St, 239 6200).

■ *A Cheever Evening*: A.R. Gurney's play intertwines elements

from 18 stories by John Cheever to create a new work, paying homage to one of his influences while showing Cheever's work in a new light (Playwrights Horizons, 416 West 42nd St, 279 4200). ■ *An Inspector Calls*: J.B. Priestley's 1945 mystery in a stunning re-interpretation by Stephen Daldry, first seen at Britain's National Theatre (Royal, 242 West 45th St, 239 6200).

■ *Show Boat*: Harold Prince's new production of the 1927 Jerome Kern/Oscar Hammerstein musical is the first show on Broadway to cost \$75 a ticket. It is a huge hit which will run and run - but in her FT review, Karen Fricker said that despite its musical excellence, the production was emotionally empty (Gershwin, 51st St west of Broadway, 307 4100).

■ *Jelly Roll*: Vernel Bagneris stars in a musical show about jazz legend Jelly Roll Morton (47th Street Theatre, 304 West 47th St, 265 1088).

■ *Guns and Dolls*: a top-notch revival of the 1950 musical about the gangsters, gamblers and good-time girls around Times Square (Martin Beck, 302 West 45th St, 239 6200).

■ *Carousel*: Nicholas Hytner's bold, beautiful National Theatre production from London launches the 1945 Rodgers and Hammerstein musical towards the 21st century (Vivian Beaumont, 150 West 65th St, 239 6200).

■ *Kiss of the Spider Woman*: pop star and ex-Miss America Vanessa Williams has taken over the title role in the long-running Kander and Ebb musical directed by Harold Prince (Broadhurst, 235 West 44th St, 239 6200).

■ *A Cheever Evening*: A.R. Gurney's play intertwines elements

from 18 stories by John Cheever to create a new work, paying homage to one of his influences while showing Cheever's work in a new light (Playwrights Horizons, 416 West 42nd St, 279 4200). ■ *An Inspector Calls*: J.B. Priestley's 1945 mystery in a stunning re-interpretation by Stephen Daldry, first seen at Britain's National Theatre (Royal, 242 West 45th St, 239 6200).

■ *Show Boat*: Harold Prince's new production of the 1927 Jerome Kern/Oscar Hammerstein musical is the first show on Broadway to cost \$75 a ticket. It is a huge hit which will run and run - but in her FT review, Karen Fricker said that despite its musical excellence, the production was emotionally empty (Gershwin, 51st St west of Broadway, 307 4100).

■ *Jelly Roll*: Vernel Bagneris stars in a musical show about jazz legend Jelly Roll Morton (47th Street Theatre, 304 West 47th St, 265 1088).

■ *Guns and Dolls*: a top-notch revival of the 1950 musical about the gangsters, gamblers and good-time girls around Times Square (Martin Beck, 302 West 45th St, 239 6200).

■ *Carousel*: Nicholas Hytner's bold, beautiful National Theatre production from London launches the 1945 Rodgers and Hammerstein musical towards the 21st century (Vivian Beaumont, 150 West 65th St, 239 6200).

■ *Kiss of the Spider Woman*: pop star and ex-Miss America Vanessa Williams has taken over the title role in the long-running Kander and Ebb musical directed by Harold Prince (Broadhurst, 235 West 44th St, 239 6200).

■ *A Cheever Evening*: A.R. Gurney's play intertwines elements

from 18 stories by John Cheever to create a new work, paying homage to one of his influences while showing Cheever's work in a new light (Playwrights Horizons, 416 West 42nd St, 279 4200). ■ *An Inspector Calls*: J.B. Priestley's 1945 mystery in a stunning re-interpretation by Stephen Daldry, first seen at Britain's National Theatre (Royal, 242 West 45th St, 239 6200).

■ *Show Boat*: Harold Prince's new production of the 1927 Jerome Kern/Oscar Hammerstein musical is the first show on Broadway to cost \$75 a ticket. It is a huge hit which will run and run - but in her FT review, Karen Fricker said that despite its musical excellence, the production was emotionally empty (Gershwin, 51st St west of Broadway, 307 4100).

■ *Jelly Roll*: Vernel Bagneris stars in a musical show about jazz legend Jelly Roll Morton (47th Street Theatre, 304 West 47th St, 265 1088).

■ *Guns and Dolls*: a top-notch revival of the 1950 musical about the gangsters, gamblers and good-time girls around Times Square (Martin Beck, 302 West 45th St, 239 6200).

■ *Carousel*: Nicholas Hytner's bold, beautiful National Theatre production from London launches the 1945 Rodgers and Hammerstein musical towards the 21st century (Vivian Beaumont, 150 West 65th St, 239 6200).

■ *Kiss of the Spider Woman*: pop star and ex-Miss America Vanessa Williams has taken over the title role in the long-running Kander and Ebb musical directed by Harold Prince (Broadhurst, 235 West 44th St, 239 6200).

■ *A Cheever Evening*: A.R. Gurney's play intertwines elements

from 18 stories by John Cheever to create a new work, paying homage to one of his influences while showing Cheever's work in a new light (Playwrights Horizons, 416 West 42nd St, 279 4200). ■ *An Inspector Calls*: J.B. Priestley's 1945 mystery in a stunning re-interpretation by Stephen Daldry, first seen at Britain's National Theatre (Royal, 242 West 45th St, 239 6200).

■ *Show Boat*: Harold Prince's new production of the 1927 Jerome Kern/Oscar Hammerstein musical is the first show on Broadway to cost \$75 a ticket. It is a huge hit which will run and run - but in her FT review, Karen Fricker said that despite its musical excellence, the production was emotionally empty (Gershwin, 51st St west of Broadway, 307 4100).

■ *Jelly Roll*: Vernel Bagneris stars in a musical show about jazz legend Jelly Roll Morton (47th Street Theatre, 304 West 47th St, 265 1088).

■ *Guns and Dolls*: a top-notch revival of the 1950 musical about the gangsters, gamblers and good-time girls around Times Square (Martin Beck, 302 West 45th St, 239 6200).

■ *Carousel*: Nicholas Hytner's bold, beautiful National Theatre production from London launches the 1945 Rodgers and Hammerstein musical towards the 21st century (Vivian Beaumont, 150 West 65th St, 239 6200).

■ *Kiss of the Spider Woman*: pop star and ex-Miss America Vanessa Williams has taken over the title role in the long-running Kander and Ebb musical directed by Harold Prince (Broadhurst, 235 West 44th St, 239 6200).

■ *A Cheever Evening*: A.R. Gurney's play intertwines elements

from 18 stories by John Cheever to create a new work, paying homage to one of his influences while showing Cheever's work in a new light (Playwrights Horizons, 416 West 42nd St, 279 4200). ■ *An Inspector Calls*: J.B. Priestley's 1945 mystery in a stunning re-interpretation by Stephen Daldry, first seen at Britain's National Theatre (Royal, 242 West 45th St, 239 6200).

■ *Show Boat*: Harold Prince's new production of the 1927 Jerome Kern/Oscar Hammerstein musical is the first show on Broadway to cost \$75 a ticket. It is a huge hit which will run and run - but in her FT review, Karen Fricker said that despite its musical excellence, the production was emotionally empty (Gershwin, 51st St west of Broadway, 307 4100).

■ *Jelly Roll*: Vernel Bagneris stars in a musical show about jazz legend Jelly Roll Morton (47th Street Theatre, 304 West 47th St, 265 1088).

■ *Guns and Dolls*: a top-notch revival of the 1950 musical about the gangsters, gamblers and good-time girls around Times Square (Martin Beck, 302 West 45th St, 239 6200).

■ *Carousel*: Nicholas Hytner's bold, beautiful National Theatre production from London launches the 1945 Rodgers and Hammerstein musical towards the 21st century (Vivian Beaumont, 150 West 65th St, 239 6200).

■ *Kiss of the Spider Woman*: pop star and ex-Miss America Vanessa Williams has taken over the title role in the long-running Kander and Ebb musical directed by Harold Prince (Broadhurst, 235 West 44th St, 239 6200).

■ *A Cheever Evening*: A.R. Gurney's play intertwines elements

from 18 stories by John Cheever to create a new work, paying homage to one of his influences while showing Cheever's work in a new light (Playwrights Horizons, 416 West 42nd St, 279 4200). ■ *An Inspector Calls*: J.B. Priestley's 1945 mystery in a stunning re-interpretation by Stephen Daldry, first seen at Britain's National Theatre (Royal, 242 West 45th St, 239 6200).

■ *Show Boat*: Harold Prince's new production of the 1927 Jerome Kern/Oscar Hammerstein musical is the first show on Broadway to cost \$75 a ticket. It is a huge hit which will run and run - but in her FT review, Karen Fricker said that despite its musical excellence, the production was emotionally empty (Gershwin, 51st St west of Broadway, 307 4100).

■ *Jelly Roll*: Vernel Bagneris stars in a musical show about jazz legend Jelly Roll Morton (47th Street Theatre, 304 West 47th St, 265 1088).

■ *Guns and Dolls*: a top-notch revival of the 1950 musical about the gangsters, gamblers and good-time girls around Times Square (Martin Beck, 302 West 45th St, 239 6200).

■ *Carousel*: Nicholas Hytner's bold, beautiful National Theatre production from London launches the 1945 Rodgers and Hammerstein musical towards the 21st century (Vivian Beaumont, 150 West 65th St, 239 6200).

■ *Kiss of the Spider Woman*: pop star and ex-Miss America Vanessa Williams has taken over the title role in the long-running Kander and Ebb musical directed by Harold Prince (Broadhurst, 235 West 44th St, 239 6200).

■ *A Cheever Evening*: A.R. Gurney's play intertwines elements

from 18 stories by John Cheever to create a new work, paying homage to one of his influences while showing Cheever's work in a new light (Playwrights Horizons, 416 West 42nd St, 279 4200). ■ *An Inspector Calls*: J.B. Priestley's 1945 mystery in a stunning re-interpretation by Stephen Daldry, first seen at Britain's National Theatre (Royal, 242 West 45th St, 239 6200).

■ *Show Boat*: Harold Prince's new production of the 1927 Jerome Kern/Oscar



Samuel Brittan

## UK rates will need to rise

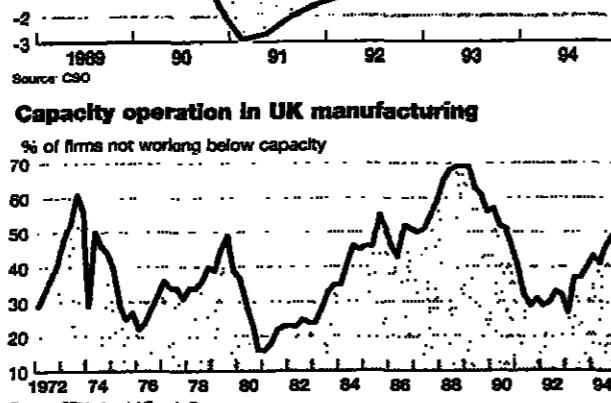
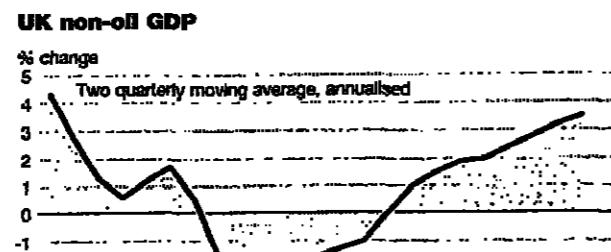
The next in the monthly round of staged *conversations* between the UK chancellor and governor of the Bank of England takes place this Wednesday. The timing of these meetings is a bit archaic, as they are loosely linked to the publication of the figures for M0 (cash balances) which are out today, but which are now only one limited part of the jigsaw of indicators which the Bank and Treasury examine.

This time, however, much light has been shed by the publication of the flash estimate for third-quarter GDP. This estimate - for whose introduction the Central Statistical Office should be congratulated - itself summarises a large range of indicators. The GDP estimate was followed by the CBI quarterly Industrial Trends survey, still the least bad forward indicator we possess.

In a speech in the West Midlands on Thursday, the governor, Eddie George, came as close to disclosing his advice to the chancellor as he is ever likely to do before the event. As usual, there is something for each side. To comfort the doves, he reminded the assembled businessmen - as he had earlier that day reminded a financial audience in London - that "markets are currently exaggerating the inflationary dangers and the extent of the rise in interest rates that might ultimately prove to be necessary to contain them". He detected some moderation in the output data and said that the personal sector might be less buoyant than it was in view of the flat housing market.

He spoke of producers absorbing cost pressures in the early stages of the production process and of the intense retail competition which was a powerful ally in keeping prices down. Last, but by no means least, he reminded people of the further fiscal tightening in the pipeline. Tobacco and road fuel duty rise this December. In April, not only does VAT on fuel more than double, but tax allowances for married couples and for mortgage interest are to be trimmed, even if nothing further is announced on Budget day on November 29.

For the hawks, he referred to the re-entry problem - that is the eventual need to slow down the growth of output to a rate that can be sustained in the medium term. Moreover



estimates of output growth tend to be revised upwards at this stage of the cycle. Any slowdown in consumer spending, so far from being a bad sign, will be much needed if we are to find room for stronger growth of exports and investment" of which he saw such encouraging signs.

He was even more confident that the increase in base rates in September was right; and said "you wouldn't expect me then to rule out the possibility of some further rise in interest rates at some point ahead". For good measure he added: "I don't expect you to cheer exactly when rates do have to go up. But I don't think you would thank us if we finished."

The really tall-tale bits relate to his reasons for underlying optimism, such as the favourable outlook in overseas markets, British industrial competitiveness, and the historically high real pre-tax returns on capital. To a good central banker these are reasons for ensuring that things remain just as they were, rather than for simple-minded applause.

As a connoisseur of Central Bank Speak, my interpretation

is that Eddie George will either ask for a moderate increase in base rates - say to 5% or 6% per cent - at this week's meeting, or prepare the ground for such a request the following month. Further ahead I would guess that his crystal ball cannot see any need for interest rates above 7 per cent - compared with the 10 per cent over the next three years implicit in the yield curve for bond rates.

This last indicator points to the radical change in the international environment. Demand and output are rising vigorously from a variety of starting points in the industrial, developing and post-communist worlds alike (apart from Japan).

The UK has no painless way of escaping completely worldwide inflationary or deflationary forces. But every aspect of the conjuncture suggests that any movement in sterling ought to be modestly upwards, compared with the sideways movement of the last two years.

There is some argument about whether the trend rate of growth is not much above 2 per cent per annum, as the Treasury and Bank seem to believe, or nearly 3 per cent, as Christopher Dow, a former Bank of England economic director, argues in the publication *Leopold Joseph Economic*

*Comments.* In either case the margin of excess capacity is being quite rapidly eroded, which is confirmed both from the labour market figures and the CBI capacity utilisation survey. Michael Saunders of Salomon Brothers has produced a chart showing capacity utilisation at a normal rate in Germany, well above normal in the US and somewhere in between in Britain.

Faithful readers will know the arguments for taking nominal spending as the target variable for policy. Because of recent very low inflation rates, nominal GDP growth, when we get more recent estimates, might turn out to be at around 5 per cent per annum, perhaps even less.

In itself this is entirely satisfactory. But if there is an overwhelming proportion of indicators pointing to upward pressures in the quarters to come, and moreover many of them come directly from the cost and prices component, it is time to sit up and take notice.

CBI output expectations are the highest since October 1988, towards the peak of the last boom. Export deliveries reported are the highest since the series began in 1978. The balance of firms in the CBI survey intending to increase prices is now the highest since early 1991, before inflation began its plunge. The percentage increase in earnings due to pay settlements has edged up by around 5% percentage points in both manufacturing and services. And - most difficult to take into account in policy - the Economist commodity price index has risen, admittedly from a low point, by over 40 per cent in the last year measured in dollars, and by over 25 per cent measured in sterling.

This last indicator points to the radical change in the international environment. Demand and output are rising vigorously from a variety of starting points in the industrial, developing and post-communist worlds alike (apart from Japan).

The UK has no painless way of escaping completely worldwide inflationary or deflationary forces. But every aspect of the conjuncture suggests that any movement in sterling ought to be modestly upwards, compared with the sideways movement of the last two years.

There is some argument about whether the trend rate of growth is not much above 2 per cent per annum, as the Treasury and Bank seem to believe, or nearly 3 per cent, as Christopher Dow, a former Bank of England economic director, argues in the publication *Leopold Joseph Economic*

*Comments.* In either case the margin of excess capacity is being quite rapidly eroded, which is confirmed both from the labour market figures and the CBI capacity utilisation survey. Michael Saunders of Salomon Brothers has produced a chart showing capacity utilisation at a normal rate in Germany, well above normal in the US and somewhere in between in Britain.

Faithful readers will know the arguments for taking nominal spending as the target variable for policy. Because of recent very low inflation rates, nominal GDP growth, when we get more recent estimates, might turn out to be at around 5 per cent per annum, perhaps even less.

In itself this is entirely satisfactory. But if there is an overwhelming proportion of indicators pointing to upward pressures in the quarters to come, and moreover many of them come directly from the cost and prices component, it is time to sit up and take notice.

CBI output expectations are the highest since October 1988, towards the peak of the last boom. Export deliveries reported are the highest since the series began in 1978. The balance of firms in the CBI survey intending to increase prices is now the highest since early 1991, before inflation began its plunge. The percentage increase in earnings due to pay settlements has edged up by around 5% percentage points in both manufacturing and services. And - most difficult to take into account in policy - the Economist commodity price index has risen, admittedly from a low point, by over 40 per cent in the last year measured in dollars, and by over 25 per cent measured in sterling.

This last indicator points to the radical change in the international environment. Demand and output are rising vigorously from a variety of starting points in the industrial, developing and post-communist worlds alike (apart from Japan).

The UK has no painless way of escaping completely worldwide inflationary or deflationary forces. But every aspect of the conjuncture suggests that any movement in sterling ought to be modestly upwards, compared with the sideways movement of the last two years.

There is some argument about whether the trend rate of growth is not much above 2 per cent per annum, as the Treasury and Bank seem to believe, or nearly 3 per cent, as Christopher Dow, a former Bank of England economic director, argues in the publication *Leopold Joseph Economic*



Fruit wars: banana processing in Costa Rica

## Brussels in a banana split

Deborah Hargreaves on a row over the EU's import scheme

By Deborah Hargreaves

Deborah Hargreaves is a political reporter for the Financial Times

**E**uropean Union specifications for the bendiness of bananas have made irresistibly comic copy on the front pages of Britain's tabloid press recently. Most people are unable to take anything to do with bananas seriously.

Not so a committed core of trade negotiators, officials and businessmen involved in an acrimonious dispute over the EU's arrangements for importing the yellow fruit.

Opposition to the EU's banana import scheme is running high. In recent weeks, the US has launched one trade investigation and threatened a second, the German government has complained for the second time to the European Court of Justice, and Guatemala has vowed to lodge a complaint with the new World Trade Organisation, successor to the General Agreement on Tariffs and Trade next year.

While disagreements over bananas date back to the creation of the EU in 1957, current divisions are so deep that the Union is finding it difficult to agree any action at all.

The present source of friction is the preferential access to the EU banana market - which accounts for 3.6 million tonnes a year - granted to former colonies of Britain and France in Africa, the Caribbean and the Pacific (ACP) under the Lomé trade convention.

In 1993, import rules had to be harmonised across member countries as part of the move towards a single market. Before this, Germany imported bananas from Latin America as a source of quality, uniform, inexpensive fruit. But the new rules placed a quota and a tariff on these so-called dollar bananas, while allowing in ACP country imports tariff-free. Under the current regime, 30 per cent of import licences are allocated to traders on the basis of past trade in ACP bananas, 60 per cent on the basis of past trade in Latin American bananas, and 10 per cent to newcomers and traders in EU bananas.

Germany was furious about the new rules, although, as one German former agricultural official recently roared: "Germans are not emotional about bananas; it's pure economic good sense."

Germany consumes more bananas - almost 1lb per person per week - than any other country in the EU, double the level of UK consumption. The fruit was seen as a first taste of freedom for west Germans after the allied blockade. It was

also a potent symbol of western affluence for east Germans, who cleared the shelves of bananas in west Berlin when the Berlin wall was pulled down in 1989.

"Konrad Adenauer did a lot of good things for us Germans, but the best was the banana protocol," said a German official with only a tinge of irony, referring to the deal hammered out by the first

EU's banana arrangement.

UK officials, however,

acknowledge that the US trade investigation could present the most serious challenge yet to

the EU's banana arrangement.

Mr Mickey Kantor, US trade representative, is looking into agreeing any action

by Chiquita Brands International, a large US banana exporter, and the Hawaii Banana Industry Association that the EU's arrangements for importing bananas are damaging US companies' ability to compete in the \$2.7bn-a-year EU market. Mr Kantor has said he will also investigate the quota on EU imports from Latin America, which has been set at 2.17m tonnes this year.

Latin American countries

have already had complaints over quotas upheld by the Gatt disputes panel, which has declared the EU arrangement illegal. The EU recently applied for a waiver to the Gatt rules for the Lomé convention. The Gatt council is due to consider the request next week.

But Mr Kantor's investigations may be more difficult to ignore. If he concludes that US interests have been hurt by EU policy, he is likely to threaten retaliatory trade action. If he threatens to slap a large import tariff on Scotch whisky, for example, the UK government would have to decide whether it could put national interests at risk through its support for an altruistic policy towards former colonies. Under these circumstances, UK politicians' enthusiasm for the banana regime could fade fast.

Caribbean banana producers are aware of their vulnerability in these games of power politics, but since bananas are one of their few sources of income, they must battle on. "We spend all our time fighting on the diplomatic front to preserve our markets - it's unsettling. We need stability to develop our agriculture," said Mr John Compton, prime minister of St Lucia, which derives half of its gross domestic product from the sale of bananas to the EU.

Mr Compton feels embattled on all sides, after a tropical storm in September destroyed 50 per cent of the island's banana crop. After the storm, Geest, the main importer of bananas from the Windward Islands, successfully fought to raise its quota of Latin American bananas to make up the shortfall.

Germany has suggested that, since bananas from ACP countries are small and of variable quality, their producers should receive aid to help them diversify out of bananas. The St Lucia prime minister wants to encourage the production of avocado pears and citrus fruit, but since most bananas are grown by small, family farms, it takes time to put changes into practice.

For now, the European Commission is stymied on bananas. Its current rules for quotas on Latin American bananas were due to come into force this month, but it has been unable to agree the technicalities of the regime with member governments. Mr Kantor's investigation is likely to take about a year, and Germany's complaint will be heard in the European Court next year.

Anyone who thinks bananas are still amusing had better wipe the smile off their face.

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

## Transport: plan on basis of sustainable development – or reverse development

From Sir John Haughton and Mr Aubrey Silberston

Sir, We are sorry to find the Financial Times, of all papers, criticising the Royal Commission's report on transport without taking the trouble to appreciate our arguments. The commission has not said that building more roads is "intrinsically wrong" (as suggested by your leader, "Misreading the road map" on October 27). The whole basis of the report is sustainable development, which cannot be achieved unless assessments take into account both "the benefits of mobility" and the value of environmental assets that might be lost.

To carry out such assessments, the report recommends a pragmatic approach, in the form of identifying the "best practicable environmental option" (para 9.56). The commission's view on both roads and new rail lines (para 4.60) is that they should not be built in areas of conservation, cultural, scenic or amenity value unless they have been shown to represent the best practicable environmental option. In such cases, in the terms of your leader, the price associated

with their use would have to be very high indeed before their construction could be justified.

You also misrepresented the commission's position in another respect. The use of unleaded petrol remains desirable on health grounds, even in cars without catalytic converters. But we drew attention in our ninth report in 1988 to other health risks associated with high-octane (super premium) unleaded petrol.

Neither the commission, nor so far as we are aware, other environmental experts, has ever argued that particular grade is (as you put it) "green". John Haughton, chairman, Aubrey Silberston, member, Royal Commission on Environmental Pollution, Room 552, Church House, Great Smith Street, London SW1P 3BZ

From Dr Jörg Schimmeleifner, Sir, Your editorial on the findings of the Royal Commission on Environmental Pollution is founded on two fallacies. First, while matching total

revenue raised from any particular group of road users with the total costs caused by that group may well relate to questions of fairness and, thus, to selling certain policies to the public, it has nothing to do with overall economic efficiency. For any policy to be efficient it should set the right incentives.

Consequently, only margins are to be taken into account. As long as the private costs of driving one additional mile fall short of the corresponding social costs, society suffers as a whole.

Second, since the American economist, Anthony Downs, published his findings on congestion on US freeways in 1962, there has been ample evidence - though largely ignored by road planners and transport ministers - that new roads increase road traffic. Again, the reason is a matter of incentives. By relieving congestion in the short run the private costs of motororing as experienced by the marginal driver are reduced on other roads as well and, thus, more drivers are wrongly induced to use the roads. In the worst scenario this may even lead to an

increase in overall congestion. Instead of proceeding with the current road building programme, the government would be better advised to introduce road pricing and significantly to increase fuel taxes. By pricing marginal drivers off the roads, much of new roads would become obsolete. The financial consequences of this could easily be cushioned by, for example, scrapping vehicle taxes or reducing income tax or National Health Service contributions. Taken as a whole, this could even leave public revenue unchanged.

Every day both the countryside and tens of thousands of commuters all over the UK continue to suffer from disastrous repercussions of Dr Beeching's recommendations of three decades ago. The royal commission's report presents a unique and possibly final chance to halt and, at least partially, reverse this development. It should not be wasted. Jörg Schimmeleifner, department of economics, University of Osnabrück, 49060 Osnabrück, Germany

## Let's drink to boost for tourism

From Mr Stephen Cox

Sir, I suggest a boost for tourism that needs no new money, no new "initiatives", and no new government bodies. Give us intelligent, grown-up, civilised pub hours. Let pubs open on Sunday afternoons if they want to. And let pubs and restaurants serve alcohol until the small hours of the morning.

Michael Forsyth is the minister responsible for licensing. As a Scot, he knows they do things better up north, where pubs can open on Sunday afternoons and until 1am. And, as a deregulator, he should be itching to get his hands on these absurd English laws. How about it?

Stephen Cox, campaigns manager, Campaign for Real Ale, 34 Alma Road, St Albans, Herts AL1 3BZ

## UK must aim to become a key player in information superhighways

From Mr Graham Allen, MP

Sir, The space you have devoted to the new information superhighway ("France ponders superhighway gamble", October 29) and its potential benefits and implications for the future ("Information groups warn on multimedia hopes", October 26) underlines the importance of the decisions currently under consideration.

## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
Tel: 071-873 3000 Telex: 922186 Fax: 071-407 5700  
Monday October 31 1994

# White House and Casablanca

After President Bill Clinton's gestures towards peace and security during his Middle East trip last week, the current conference in Casablanca provides a timely reminder of the economic developments required to make peace durable. But participants would do well to remember that the region is far from being able to beat swords into ploughshares as the more visionary Israeli leaders sometimes suggest. In fact, it is still in urgent search of the political solutions that are an essential precondition for development.

The cornerstone of the peace process is the relationship between Israel and the Palestinians, and that is in trouble. Israel has so far only withdrawn from part of Gaza and the town of Jericho, leaving in its place an ill-functioning Palestinian self-rule authority which has failed to get to grips with the economic issues confronting it. Scarcey any of the \$720m earmarked by international donors for infrastructure projects this year has been spent, while Palestinian infighting has led to the absurd confusion of the same telecommunications contract being awarded to different companies. Israel has added substantially to the problems by shutting its borders to tens of thousands of Palestinian workers, thereby deepening poverty in the territories and bolstering Hamas, the radical Islamic group intent on sabotaging the peace accord.

Israel and western aid donors agree that the modest prospects for a viable Palestinian economy depend heavily on a close association with its Jewish neighbour. To talk, as Israeli leaders have done recently, of a permanent physical separation between the two communities, is a recipe for economic, and probably political, disaster.

## EU carve-up

Sir Leon Brittan may be disappointed, yet he cannot really be surprised. Saturday's sharing out of European Commission jobs forced Britain's senior commissioner to relinquish responsibility for eastern Europe to his chief rival, Mr Hans Van den Broek of the Netherlands. He is making no effort to hide his bruised feelings. Yet from a wider perspective, the Commission's carpe-up is far from a disaster. If it is messy, it is largely because there are now too many commissioners chasing too few jobs of substance. But Mr Jacques Santer, new Commission president, has done a perfectly reasonable job in recasting and dividing up the foreign policy portfolio - and, for the most part, in concentrating fire-power on the policy areas that matter.

Moreover, before deciding whether to carry out his veiled threat to resign, Sir Leon should reflect both on the nature of the portfolio he still commands, and

on the job he has had to drop. Trade remains the most important aspect of the Commission's external activities, and he still faces a formidable array of challenges, from securing implementation of the Uruguay Round to pursuing closer relations between Europe and the dynamic region from which it seems most remote, Asia.

Nor, in relinquishing the eastern Europe job, is Sir Leon handing over to a protectionist or to someone determined to thwart the accession of the central European countries to the EU. There is little doubt that Mr Van den Broek will set about the vital task of preparing for the Union's next enlargement with gusto. What is more, the eastern question is one for the whole Commission, not just one commissioner. If it is to admit new members, Brussels will have to implement changes to its budgetary, trade, agriculture and social policies. Sir Leon will have plenty of influence in all these areas.

## Slimmer banks

Who would be a retail banker these days? According to Sir Brian Pitman, chief executive of Lloyds Bank, the UK's financial services industry is heading for a rough ride, comparable with the upheaval experienced by manufacturing industry in the past two decades. He is right, but the conclusions he draws, far from being melodramatic, may prove insufficiently radical.

The new pressure on retail banking, as Sir Brian points out, comes from the nature of the current economic recovery: in particular, from low inflation and from growing competition. High inflation used to tell our banks from the consequences of sloppy lending. No longer. At the same time, competition is intensifying, with margins tightening both in the already ferocious international wholesale markets and in domestic retail banking.

Retail banking margins were fattened during recession, when customers paid charges demanded for fear of having facilities withdrawn. Even during recovery, banks have chosen to rebuild margins rather than drive for market share despite protests about banking costs from small businesses and personal customers.

But now, the squeeze is back on and the longer-term picture is of further margin erosion. Mainstream retail banks' best skill is the bread-and-butter of deposit-taking and lending. These days, that is a commodity business. Unless they can show that they are better at asset management, life assurance and pensions than long-established specialists, or that they can derive a cost advantage from their base of millions of customers when selling such products, they have no competitive advantage in these areas.

Banks have, in fact, shown no particular skill in the provision of the newer services. Moreover, only

a small number of customers wants the full range. Most use their banks only for the payments system, and go elsewhere when they want loans, or other "value-added" services. This is why Coutts, the 325-year-old private bank, may be misguided in trying to move "upmarket" as it announced last week. In trying to weed out customers with less than £500,000 under management by the bank in order to focus on asset management, it threatens to alienate its already-select customer base for little return.

The implication of the pressures on retail banking, as Sir Brian Pitman warned, is that job cuts are necessary. As a mature, low-growth business, retail banks should expect numbers of employees to fall steadily as new information and payments-handling systems are introduced. Furthermore, the loosening of rules on building societies' lending will probably lead to fewer banks and building societies.

While navigating this restructuring, retail banks need to ask themselves whether they should attempt to provide a wide range of services. To survive, they may need, instead, to cut back the "extra" services offered to customers and to trim further the personal service which accompanies mainstream banking. But the banks' traditional advantage has been customer loyalty. Somehow, they must retain that advantage, while increasing efficiency. The risk is that they shed staff, that standards of service will decline and customers will go elsewhere.

The successful banks of the future will focus on core areas of advantage. They will also become more efficient, while continuing to provide the quality of service that sustains - even enhances - their customers' loyalty. The rest may well decline steadily, under remorseless competition.

## Emerging marketplace

Welcome to the world's first literal emerging market. Beirut is scabbling to extract itself from the rubble of a 17-year war, in which a collective madness saw as many as 200,000 killed. Not yet a tourist hot-spot, but it might be one day. Wealthy Lebanese and outsiders begin to find Beirut sexy, if a little grim. They detect a phoenix deep within its ashes.

Some ash. Just about the only sector in downtown Beirut - Beirut generally, for that matter - not liberally splattered by gunfire is the small banking enclave.

It's an odd sight: completely undamaged office blocks amid a sea of devastation reminiscent of Berlin circa 1945. One Beirut just back after lengthy exile offers an explanation: "They [the fighters] normally left the banks alone. They all realised they needed them. No banks - no means of funding their arms deals."

## Woad to success

"When my ancestors were painting themselves in woad and hitting each other with clubs, the dawn of civilisation was taking place here." So said Lord Alexander Hesketh,

W<sup>th</sup> corruption allegations having claimed two members of his cabinet, French Prime Minister Edouard Balladur is scrambling to prevent his government being tainted with scandal in the run-up to a presidential election that he clearly intends to contest.

Mr Balladur last week proposed a series of amendments to France's existing political finance and anti-corruption legislation. These would subject public procurement to closer scrutiny and leading politicians to an annual audit of their personal wealth, as well as cut by a third the total amount that presidential candidates could spend in the 1995 campaign for the Elysée.

But many - including senior parliamentary figures - are calling for more radical reforms, such as a ban on all corporate contributions to political parties. Such proposals highlight public pressure for stronger measures against corruption, raising questions about the extent of the problem, the response of the political and corporate establishment, and the implications for relations between business and state.

Most observers agree that corruption is not on an Italian scale. Mr Balladur is almost certainly right in saying that "only several tens among France's 500,000 elected politicians" are besmirched by scandal.

But Mr Alain Carignon, his former communications minister, is now in a Lyons prison facing charges of corruption in Grenoble, of which he is still mayor. Mr Gérard Longuet has been forced to resign as industry minister over allegations concerning payments for his holiday villa in St Tropez and the funding of his Republican party. The mayor of Lyons faces investigation, and the ex-mayor of Nice awaits extradition from South America on similar charges.

Internationally known company chiefs have been hit. Mr Jean-Louis Béte, head of the Saint Gobain glass and packaging group, has been placed under investigation in a case involving influence-trading, which triggered the probes into Mr Longuet. Several executives from some utilities and construction groups have been questioned concerning the terms on which they secured public works contracts.

Mr Didier Pineau-Valencienne, chairman of Schneider, the electrical engineering group, and Mr Pierre Stuard of Alcatel Alsthom, the telecoms, transport and engineering company, have been placed under investigation in different types of cases. The former, accused of defrauding minority investors, is the object of an international arrest warrant issued by a Belgian judge, while the latter faces accusations that he used company funds to pay

for work on his private property.

Much of the drive to uncover corruption has come from the French magistracy, which has shed its former servility to political and corporate power. Its first targets were the Socialist party's finances, the personal finances of Mr Pierre Bérégovoy, the former prime minister who committed suicide 18 months ago, and the tangled affairs of Mr Bernard Tapie, the left-wing MP and former businessman.

But the number of investigations - and the levels they reach - has risen sharply this year, shaking government and business leaders.

"Many company chairmen are terrified," says Mr Elie Cohen, a Paris professor of business. "They have seen the treatment of their counterparts and they are traumatised."

Business leaders have condemned the high-profile methods of the magistrates and the lack of respect for judicial secrecy. Mr Stuard, for example, was detained for 12 hours

in police custody, and claims details of the investigation were leaked to the press.

But the spate of investigations has also prompted soul-searching about the way business is conducted. The Patronat employers' federation has set up a study group with a remit wider than Mr Balladur's anti-corruption commission, to include companies' relationships to the law, judges and politicians, as well as to examine means by which companies could exercise better control over themselves.

Some sectors and companies are already taking their own action. The National Federation of Public Works is working on a code binding its 6,000 member companies not to offer bribes to win the FFr150bn (£18bn) worth of public contracts they carry out every year. Carrefour, the supermarket chain, has forbidden employees to accept presents worth more than FFr1,000 from suppliers. Générale des Eaux, the

cent of French companies have adopted the practice. This Anglo-Saxon type of solution does not sit easily with French corporate culture. "Non-executive independent directors do not attract us," says a one business leader.

For many observers, however, more fundamental problems lie in the close relationship between business and state, particularly at the local level. Scope for corruption was increased by the decentralisation of decision-making powers to the regions over the past decade, and the trend by cities to contract more of their water and waste treatment services to private companies.

Half of France's 36,000 communes, representing 75 per cent of the population, now have water provided by contractors. "These companies have the technology and capital required these days to carry out these services," says the National Association of Mayors. But there is widespread suspicion of sweetheart deals between public officials and private companies.

**M**r Balladur now proposes giving back to *préfets* - central government's representatives in France's 95 *départements* - the power to suspend contracts where there is ground for suspicion. A more radical proposal touted by some would be to ban all companies carrying out public contracts from giving any money to politicians.

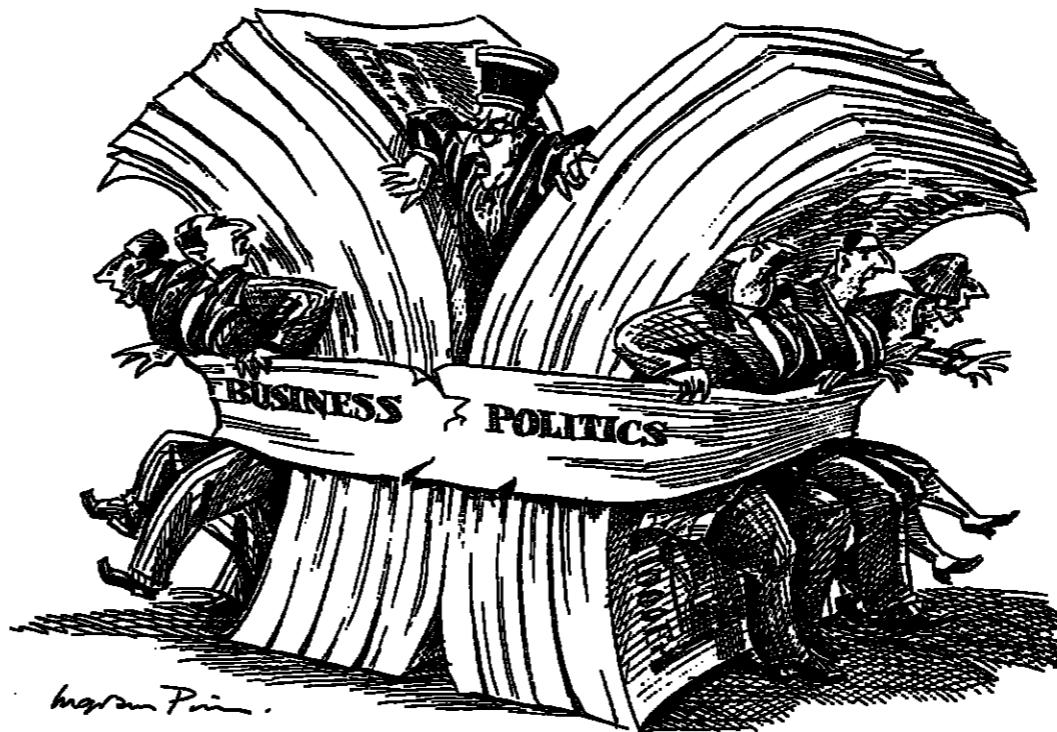
A 1990 law restricts to FFr500,000 a year the amount that a company can donate to a political party. But there is a loophole for the construction and utility groups, since each subsidiary of a group can make donations up to this limit. Utilities tend to set up separate subsidiaries to manage major municipal contracts, so that Générale des Eaux, for example, has 2,500 subsidiaries.

Some say pressure for transparency is growing. "We will move towards a process of increased legal scrutiny of public contracts," says Prof Cohen. "The more affairs there are, the more momentum will grow for a system of auctions and safeguards, such as a panel of magistrates which can oversee contracts."

He believes that the process is under way. The award last month of the potentially lucrative third mobile telephone licence to Bouygues involved a detailed analysis of rival projects and stirred a debate about the terms of the contest. "This kind of debate would not have happened before. It was a significant step," says Prof Cohen.

More steps will need to be taken. "Even if corruption is less than before, the popular perception is that it is rife," admits one executive of an industrial company. "This is creating anti-business feeling, and has to be resolved quickly."

## Magistrates in the middle



for work on his private property.

Much of the drive to uncover corruption has come from the French magistracy, which has shed its former servility to political and corporate power. Its first targets were the Socialist party's finances, the personal finances of Mr Pierre Bérégovoy, the former prime minister who committed suicide 18 months ago, and the tangled affairs of Mr Bernard Tapie, the left-wing MP and former businessman.

But the number of investigations - and the levels they reach - has risen sharply this year, shaking government and business leaders.

"Many company chairmen are terrified," says Mr Elie Cohen, a Paris professor of business. "They have seen the treatment of their counterparts and they are traumatised."

Business leaders have condemned the high-profile methods of the magistrates and the lack of respect for judicial secrecy. Mr Stuard, for example, was detained for 12 hours

in police custody, and claims details of the investigation were leaked to the press.

But the spate of investigations has also prompted soul-searching about the way business is conducted. The Patronat employers' federation has set up a study group with a remit wider than Mr Balladur's anti-corruption commission, to include companies' relationships to the law, judges and politicians, as well as to examine means by which companies could exercise better control over themselves.

Some sectors and companies are already taking their own action. The National Federation of Public Works is working on a code binding its 6,000 member companies not to offer bribes to win the FFr150bn (£18bn) worth of public contracts they carry out every year. Carrefour, the supermarket chain, has forbidden employees to accept presents worth more than FFr1,000 from suppliers. Générale des Eaux, the

## 'Highway' to transport of the future

transport and immediate service. Not everyone wants all of these services, but they are not available separately. The only public transport alternative is a bus or train - and these offer none of the three.

Information technologies will allow these services to be unbundled. The pensioner can book a cab to get to (possibly shared) door-to-door

service to the supermarket, at a time chosen by the taxi company. The fare will be far below the price charged to a business customer who needs to go at a specific time.

The discount reflects the increase in load factors towards 100 per cent, achieved by the flexible scheduling possible when servicing a mix of consumers, some of whom do not mind when they travel, and some of whom don't mind sharing. The

result is a taxi service - or elements of it - at bus prices. Mini-bus operators will join companies in these new markets.

Conventional bus services can also raise load factors by offering extra services, such as tailoring their routes to demand. The distinction between buses and taxis will become blurred.

This is a great vision, but it will not happen by itself. Someone has to build communications networks to link would-be travellers with the vehicle operators.

It might require the government to license just one or two operators for a period to encourage investment in such networks. The question must also be addressed of whether to have common ownership of communications networks and of vehicle fleets, or separate them, as is planned with the split between the owners of the track and the trains for British Rail.

These issues may seem technical now, but they could be real politics soon.

The electorate will not accept that secure, convenient transport is a prerogative of the rich. The narrow political challenge is to set the

regulatory framework for a responsive, information-based transport system and put the finance - public, private or mixed - in place.

But there is a broader challenge. Even if the new buses and taxis offer a low-cost "product", poorer people may be unable to use it if booking by phone requires use of a credit card.

Electronic payment of social security benefits would solve this, since claimants would gain (a limited amount of) creditworthiness by allowing transport operators and other firms to debit their future benefit electronically.

Political talk about "on-ramps to the information superhighway" is easy. The hard reality is that the information age is starting to open up a series of very difficult issues, all closely intertwined. These will be at the core of political debate in the next few years.

Giles Keating

The author is chief economist at CS First Boston

## OBSERVER in Lebanon

43, at Beirut's Coral Beach hotel, introducing the inaugural flight of British Mediterranean Airways from London's Heathrow to the Lebanese capital.

Chairman of BMA, Hesketh took with him an assorted bunch of officials. Observer included - and friends, checking out the company's leased Airbus A320 (worth £46m) and Beirut's potential.

Hesketh is shy about BMA's shareholders; it's a private company. He says 62 per cent is British, the remainder held by backers including Italians and Argentines. Hesketh, who also sits on the board of Babcock - next to Lord King, former chairman of British Airways - says BMA is no gamble, though he adds:

"Romanticism has always been a weakness of mine."

British Airways has just decided it will start flying London-Beruit. "They will try to kill us. We shall have to resist," concludes Hesketh. "No need for three steps behind him was yet another minder."

### Fortitude

Flying the flag at the reception was Maevie Furt, British ambassador. She dashed off to a dinner for London Stock Exchange visitors, in town for a seminar on invisibles. Furt smoothly sidestepped the question of whether the Foreign Office regards Beirut as a hardship post.

But the presence of a very

obvious bodyguard - burly type, no champagne in hand, roving eyes - steadily maintaining three paces behind her, suggests it does. "Oh, pay no attention to him," joked Furt. "No need for three steps behind him was yet another minder."

Trafficking

With roads originally designed for 100,000 vehicles, Beirut now has at least 1m - about one per Beirut - coughing through blitzed streets and freshly bulldozed sites. The number of traffic lights can be counted on two hands.

"Peace brings its own problems.

What would we do with traffic lights? The troops and police would all be out of a job," says a local driver.

### Price of peace

And no one wants to see the 30,000-strong Lebanese army, nor indeed the remaining 30,000 or so Syrian troops, idle. Sheikh Na'im Kassam, a founder of Hezbollah, which still has an estimated 3,500 fighters dotted around Lebanon, as well as MFA, ominously says: "The price of peace will be greater than war."

Another Beirut suggests: "The Syrians are still here to protect Hezbollah, who would otherwise be wiped out by the Lebanese army." Meanwhile, Hezbollah contends itself by trading shots with Israel in the south. A lasting peace? Don't count any chickens.



**BARR**  
CONSTRUCTION

Expanding by Contracting  
Telephone Ayr (0292) 281311

# FINANCIAL TIMES COMPANIES & MARKETS

© THE FINANCIAL TIMES LIMITED 1994

Monday October 31 1994

## MARKETS THIS WEEK

### JOHN PLENDER: GLOBAL INVESTOR

The average central banker has been programmed to warn about the threat of inflation regardless of economic circumstances. Something is clearly up, then, when a well-known anti-inflationary hawk like Mr Eddie George, governor of the Bank of England, argues that the markets are too pessimistic about the inflationary prospect. Page 21

### STEPHANIE FLANDERS: ECONOMICS NOTEBOOK

Economists have usually assumed sleaze or corruption was an economic "bad", and left the more detailed theories to their colleagues in the political science department. Yet analysis of economies with very different styles of political crookedness has made them think again. Page 21

**BONDS:**  
The decision by Moody's, the credit rating agency, to place Sweden's Aaa foreign currency debt rating on review for a possible downgrading is likely to weigh heavily on the bond market when it opens today. Page 22

**EQUITIES:**  
The Dow Jones Industrial Average jumped more than 55 points, to close the week at 3,930.66, after a string of strong earnings. As of last week, 20 per cent of companies had reported profits 10 per cent or more above the consensus. In London, volatility in share prices is related directly to the dismal volume of business in the equity market. Page 25

**EMERGING MARKETS:**  
Hopes are running high that the various exchanges in Africa are about to embark on an unprecedented growth path. Page 24

**CURRENCIES:**  
Foreign exchanges will be focusing on the US and UK central banks this week, with the possibility that interest rates may rise in both countries. Page 24

**COMMODITIES:**  
The London Metal Exchange today moves to new premises which will double its space, allowing for expanded technological facilities to cope with rising trading volumes. Page 21

**INTERNATIONAL COMPANIES:**  
Hungary is considering a quick sale of state shares in Matav, the national telecommunications company, that would dwarf all previous international equity offerings to come out of eastern Europe. Page 19

**UK COMPANIES:**  
Capco Group, the private UK steel and engineering concern, has bought most of the assets of Sharon Steel of the US for \$26m cash. Page 23

**STATISTICS**

Base lending rates	27	London recent issues	27
Company meetings	20	London share service	30-31
Dividend payments	20	Managed funds service	28-29
FT-World Indexes	21	Money markets	27
FT Guide to currencies	24	New int'l bond issues	22
Foreign exchanges	27	New York shares	33-34
		World stock mkt indices	26

By Andrew Fisher in Frankfurt

The German government will announce in the next few days which banks are to play the leading roles in the privatisation of Deutsche Telekom, with Goldman Sachs, the US investment bank, the most likely candidate to handle the international placing.

Deutsche Bank, Germany's biggest bank, and Dresdner Bank are expected jointly to head the overall issue, set for early 1996, under which a minority of the shares in the German telecommunications concern will be sold to raise at least

DM10bn (\$6.7bn). Out of more than 20 banks vying for the lead role, Goldman Sachs has emerged as the favourite to become global co-ordinator.

As with the recent DM1bn partial privatisation of Lufthansa, the German airline, the bookbuilding method of selecting long-term quality investors from those keen on short-term gains will be used. The Lufthansa issue, led by Dresdner Bank, was heavily subscribed.

For the much larger Deutsche Telekom issue – the state-owned telephone monopoly's total value is put at some DM60bn – separate regional consortiums are also

planned to accommodate US, European and possibly Japanese investors.

The choice of Goldman Sachs to head the international placing would irritate some non-German European banks which feel one of them should have this role, as Deutsche Telekom is a European concern. UK merchant banks with experience of international flotations have taken part in presentations, or "beauty contests", in Bonn. They include S.G. Warburg, Barlays de Zoete Wedd, Kleinwort Benson, National Westminster Bank, N.M. Rothschild and Robert Fleming.

The other US banks which put submis-

sions to the postal and finance ministries in Bonn – the official announcement will come from the former – include Morgan Stanley, Merrill Lynch, Lehman Brothers and Salomon Brothers. Leading Swiss and French banks have also been involved.

Because of tough global competition in investment banking, Deutsche Bank said on Friday it was putting its non-German investment banking activities in London. It will combine them with those of Morgan Grenfell, its UK merchant bank. International privatisations are among the areas in which the German bank wants to build up its strength.

## UBS seeks employee support in strategy battle

By Ian Rodger in Zurich

Union Bank of Switzerland is again urging its 22,000 Swiss employees to vote their shares in support of the directors in their proxy fight with Zurich broker-fund manager Mr Martin Ebner over the bank's strategy.

At the moment the battle centres on the proposal by the UBS board to convert the bank's registered shares into bearer shares, drastically reducing their voting power. It has called an extraordinary general meeting for November 22 to vote on the proposal.

In a second letter to employees on the issue, Mr Nikolaus Sehn, chairman, and Mr Robert Studer, chief executive, have pleaded with employees to give the directors an unconditional general proxy for voting their shares.

"Unfortunately, a large number of employees have not sent in a proxy form for general meetings," the letter says. "In our view, this should be made out unconditionally, not only for the approaching general meeting, but also for the future."

Mr

Kurt Schiltknecht, president of BK Vision, the Ebner controlled investment fund that is UBS's largest shareholder, said he regretted the letter. "In a good bank, the staff should be left to make their own decision."

UBS denied there was any pressure. "Naturally, the bank wants to convince its personnel" it said, and pointed out that an independent proxy holder had been engaged for shareholders who wanted their vote to be private.

Perhaps the most daunting task of all was to assemble the various inter-dependent agreements in such a way that they would become operative at once. "The debt was conditional on the equity and the equity was conditional on the debt, and everything was conditional on the World Bank and the sponsors. Someone had to blink first," says Mr Haller.

What unlocked the bank loan in the end was Morgan Grenfell's decision, together with its parent Deutsche Bank, to underwrite the international equity issue instead of using the more conventional book-building approach.

Nonetheless the project remains a bold one. Up to 33 per cent of the power generated by Karachi Electricity Supply Corporation is lost in transmission line failures and power thefts, and many consumers have not paid their bills for years.

Since coming to office last year, the government of Mrs Benazir Bhutto has promised to press ahead with new laws to punish offenders and improve the quality of transmission facilities.

Investors in Hub will now wait to see whether the risk pays off.

But, unlike Eutrommel, that celebrated first-world project, Hub is running on schedule and within budget. There is every chance that Mr Hadley will be proved right when he says "the essence of what has been done here is eminently transferable. We will get this kind of package being put together again in Pakistan and other countries as well."

## Banks vie for Deutsche Telekom sale

Peter Montagnon and Farhan Bokhari report on a pioneering project-finance deal in Pakistan

## Public and private meet at the Hub

After six gruelling years of preparation, it is finally done. The completion this weekend of a \$30m share issue in Karachi effectively means the last piece of financing has fallen into place for Pakistan's \$1.6bn Hub power project which will add 12 per cent to the country's generating capacity by 1997.

The project, in which Britain's National Power invested \$100m for a 25 per cent equity stake, will almost certainly go down as a landmark in the private sector financing of infrastructure development in the third world.

Negotiated through eight changes of government in Pakistan, it required legal documentation weighing 28kg a set. So large was the cast involved that at one stage new participants found it virtually impossible to find a lawyer in London who was not constrained by conflict of interest.

Out of all this has come what National Power describes as a "trail-blazing" deal for financing private sector infrastructure projects that pioneers the use of World Bank resources. Traditionally it lends only to governments.

According to Mr Patrick Crawford of Morgan Grenfell, which advised on the deal, it has also involved the first successful international equity offer for a power station which had yet to be built.

Last but not least, the sponsors, including National Power and Xcel, a Saudi company which originally conceived the project, have had to reconcile awkward clashes between western banking and Islamic law which bars interest-bearing transactions.

The deal was born out of the need to increase electricity supply in a country whose development has been impeded by chronic shortages of power but whose government lacks the



Pakistan  
Hub Project Site  
Ravi River  
Hyderabad  
Karachi  
India

funds to develop new generating capacity. It is led by Mitsui and Ishikawajima-Harima Heavy Industries to build an oil-powered thermal power station with a gross capacity of 1,229MW. It will be operated by National Power.

Assembling the finance at a time when banks were unwilling to lend large amounts to developing countries was an awesome task. Essentially the structure involves a complex allocation of risks that prevents equity investors and lending banks having to shoulder too much of the burden.

Of the \$1.75bn raised for the project, including \$220m in third-party credit, only \$175m has been raised from international and local equity investors and \$88m from international banks.

Thanks to guarantees provided by the World Bank, as well as France, Italy and Japan, the banks were spared the need to take on the political risk of default stemming from actions by the government. They have only taken on the commercial risk of the project itself. Despite its complexity, the 12-year credit proved popular and was more than twice

subscribed, according to Citibank which led the syndication. A further buffer was provided through a \$622m subordinated loan from World Bank's private sector energy development fund. Money from this fund is lent first to the government of Pakistan and then passed on to the project in a back-to-back transaction to get round the constraint on private sector lending by the bank.

That has also helped reduce the need for outside equity.

The international offer was about two times subscribed and traded at the end of last week at a premium of more than 10 per cent above its issue price, according to Mr Ric Haller of Morgan Grenfell which handled the sale.

Two years ago, he says, it would have been difficult to place the equity because of the trouble the government was facing in the economy.

The then government of Mr Nawaz Sharif appealed against the judgment to the supreme court but, although the appeal has not been heard, investors have been given assurances that foreign private investors will not be affected by any change in the law.

Bankers say the willingness of National Power to invest as

cate web of operating arrangements struck by the project sponsors with suppliers and customers. "We had to make sure that National Power was going to be able to manage the plant within the parameters that were pre-determined and that the government of Pakistan, no matter what its hue, would live up to its commitments," he said.

"Where we are sitting today, we are sitting on a success story," says Mr Daniel Woodroffe, the project's chief executive.

Bankers say it nearly founders after Pakistan's Islamic sharia court ruled in 1990 that all interest-bearing transactions must stop. That called in question the participation of local banks who were due to contribute a rupee loan for the equivalent of \$100m.

The then government of Mr Nawaz Sharif appealed against the judgment to the supreme court but, although the appeal has not been heard, investors have been given assurances that foreign private investors will not be affected by any change in the law.

Bankers say the willingness of National Power to invest as

part of the deal has been key to the success of the project.

It is the first major power project to be financed entirely by private investors in the third world.

It is also the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

It is the first to be built without a public sector guarantee.

</

## COMPANIES AND FINANCE

# Caparo secures Sharon assets in \$26m deal

By Andrew Baxter

Caparo Group, the private UK steel and engineering concern, has clinched its bid to become a big player in the US steel market by buying most of the assets of Sharon Specialty Steel for \$26m (£16.4m) cash.

A US court has finally approved the offer for Sharon, which has been in Chapter 11 of the US Bankruptcy Code since November 1992.

The UK group, founded and chaired by Dr Swraj Paul, the Anglo-Indian businessman, has paid a \$3.5m deposit and expects to complete the deal on November 15.

The purchase will end a long battle by Dr Paul to buy Sharon, based in the steel town of Sharon, Pennsylvania.

In late July Caparo signed a letter of intent to buy Sharon, but slipped out of the running this autumn when a rival \$35m bid emerged. When this fell through, however, Caparo was left with the field clear.

Caparo already has some steel products businesses in the US, notably Bull Moose Tube, acquired in 1988. The Sharon acquisition, however,

will give Caparo its first steel-making facilities anywhere in the world.

Dr Paul estimates that Caparo will become a \$1bn company by 1996, with \$400m coming from Sharon. Last year, Caparo had world-wide group sales of \$260m.

Sharon, which has had a chequered past and formerly employed 2,000 people, is not currently producing steel. Dr Paul says he hopes to restart production by April, with about 500 workers.

"I am delighted and relieved that we have finally bought Sharon," said Dr Paul, who has negotiated an agreement with the United Steelworkers of America on representation at the plant.

Earlier this week Fyffes made its sixth move in continental Europe in the last 18 months. It bought 50 per cent of Tropic International, a French fresh produce group which is expected to have sales of £20m this year.

The consideration is understood to be about £1.5m. The acquisition lifts Fyffes' total annualised turnover in France to £100m.

Fyffes is now jostling with Goetz and Dole for second place behind Chiquita in the European fruit distribution market. In addition to France it operates in Spain, Denmark, Holland and Germany.

## Fyffes buys £5m stake in Jamaican venture

By David Blackwell

Fyffes, the Dublin-based fruit and vegetables distributor, is to pay £5m (£4.9m) for 40 per cent of a new Jamaican banana company.

Jamaica Banana Holdings has been formed along with the Jamaican Government and Jamaica Producers Group, a Jamaican quoted producer, to acquire two large estates which together cultivate 3,000 acres of bananas.

The deal is part of the continuing privatisation of the Jamaican banana industry.

The government is understood to have just 5 per cent of the new group.

Fyffes, which markets about a third of Jamaican banana production, said the existing arrangements would continue unchanged.

Earlier this week Fyffes made its sixth move in continental Europe in the last 18 months. It bought 50 per cent of Tropic International, a French fresh produce group which is expected to have sales of £20m this year.

The consideration is understood to be about £1.5m. The acquisition lifts Fyffes' total annualised turnover in France to £100m.

Fyffes is now jostling with Goetz and Dole for second place behind Chiquita in the European fruit distribution market. In addition to France it operates in Spain, Denmark, Holland and Germany.

# Foreign investment jumped to \$32.5bn in the first nine months, says KPMG European groups 'on US buying spree'

By Nicholas Denton

UK, Swiss and other European companies have been on a buying spree in the US, according to a report by accountants KPMG Peat Marwick.

Led by Roche of Switzerland's \$5.3bn (£3.35bn) purchase of Syntex Corporation, foreign companies invested \$22.5bn (£20.5bn) in outright acquisitions in the US in the first nine months of this year. Deals into the US were higher than at any time this decade, according to KPMG.

Takeover activity across the Atlantic rose 128 per cent on the corresponding period of 1993, said KPMG. Much of the increase came from deals of more than \$300m - the total number of transactions was little changed.

Transatlantic M&A deals, like US domestic transactions, have been concentrated in a few sectors where consolidation is advancing most rapidly.

With SmithKline Beecham of the UK buying Sterling Health, as well as Roche buying Syntex, deals in the chemicals and drugs sector amounted to \$1bn.

Sandoz of Switzerland paid \$3.7bn for Gerber Products, a US food company, underpinning \$6bn of acquisitions in

the food and drink sector.

"A combination of a relatively weak dollar and the fact that the US economy is leading the emergence from recession makes the US an attractive place to seek acquisitions," said Mr Richard Agutter, chairman of KPMG's corporate finance network.

Some investment bankers said the surge in transatlantic activity reflected no more than the vitality of the US market. "The basic fact is that the US M&A market is dramatically up," said Mr Stephen Hester, joint-head of European investment banking for CSFB. "That is just as true of domestic

as it is of transatlantic."

Investment bankers expect the flow of deals in the US to continue, as the restructuring that has driven acquisitions progresses. Some also report that US companies are beginning to look more seriously at expansion in Europe.

"Interest is there, even though volume is flat," said an M&A specialist with one of the largest US investment banks. "We expect activity in the opposite direction to pick up considerably."

However, cross-border European M&A activity is at its lowest level for several years, according to a recent survey by Securities Data Company.

## Caught with its defences down

Weakened by financial difficulties, Scantronic is ripe for takeover, reports Richard Wolfe

**T**he alarm bells are ringing at Scantronic Holdings as potential bidders prepare to raid the security components group.

Shares have plunged from a high of 89p this year to 20p at the end of last week, as Scantronic's net debt climbed to £11.2m last June, up from £3.5m in March 1993.

Two weeks ago the company won shareholder agreement to raise £2.8m in new equity and borrowings. The deeply discounted offer of 16.1m shares at 10p is expected to raise £1.2m, and was a condition of new banking facilities of £1.8m.

The board announced there would be pre-tax losses of about £2.4m for the six months to September 30, against profits of £1.8m last year. It also declared there would be no dividend payments, including preference dividends, for this year.

Last week Menvier-Swain, the emergency lighting and alarms manufacturer, announced its interest in making a bid for Scantronic.

**NEWS IN BRIEF**

**BARIS HOLDINGS** has received applications for 3.72m of the 7.99m shares available in its recent 9-for-5 placing and open offer. The take-up represents about 66.4 per cent of the total offered, other than the 2.39m which were subject to an irrevocable commitment not to subscribe. Subscribers have been procured for the outstanding 4.27m shares.

**CHARNOS** pre-tax losses jumped to £2.32m (£267,000) in the six months to June 25 on sales of £24.5m (£22.7m). Losses per share were 78.2p (23.96p).

The company, which makes hosiery and lingerie, said budgeted sales for the final weeks of the year should result in a pre-tax profit comparable to last time's £5.2m. It could not make a firm prediction because of uncertain factors.

**EUROCOPY**, the photocopy supplier, has acquired Copycast Midlands for £1.42m cash.

The price includes repayment of intercompany debts.

**FINNSBURY UNDERWRITING** has received valid

The company - which reported pre-tax profits of £9.36m on turnover of £70.3m in the year to April - purchased 550,000 Scantronic shares to raise its stake to 1.64m shares, or 4.49 per cent of the company.

Ruth Davies, analyst at Granville Davies, said: "I don't think the Scantronic board enjoys any sympathy with the institutional shareholders."

"They had a good business in the UK, a leading brand with probably 50 per cent of the intruder alarm systems market. But they took their eye off the ball and went on a mission to expand in the US, which was truly disastrous."

Scantronic's cash difficulties began last year with the acquisition of Alarmexpress Holdings, the UK security equipment distributor. In December, Scantronic placed 1.73m shares to fund growth at the new subsidiary.

By April the board acquired 20 per cent of Arius, the US distributor of security products. The investment, along with the Alarmexpress acquisition

and difficult trading conditions.

The company announced pre-tax profits of £1.89m (£1.27m) for the year to March 31, compared with a statement in July that it would make profits of at least £2.75m.

Turnover rose from £39.1m to £50.2m, but the core UK manufacturing business saw

operating profits fall from £3.3m to £2.55m, primarily due to lower sales to the Continent.

Patrick Hickey, analyst at Henderson Crosthwaite, said:

"At the end of the day, this is a case of management over-stretching its ability. The operating profits fall from £3.3m to £2.55m, primarily due to lower sales to the Continent." However, Mr John Singer, finance director, refused to comment on the company's financial position.

Alongside Menvier-Swain, there are rumours that Silvermines, the Dublin-based electrical services and property group, is interested in making a bid.

In February, Silvermines made an agreed offer of £5.17m for Molynx Holdings, the closed circuit television and security systems maker.

Menvier-Swain would be a perfect buyer because they are big in emergency lighting and fire alarms, which is very similar to intruder alarm technology," said Ruth Keatitch.

Silvermines would also love to be bigger in the security systems market. If Menvier-Swain are serious they are the most credible bidder, but it could evolve into a bit of an auction if someone like Silvermines makes a bid."

"There are also very heavy

**'The tragedy is that it is basically a good business in the UK, but it is not a product for the US'**

## GrandMet plans more expansion

Grand Metropolitan, the food and drinks group, plans a further expansion in central Europe by International Distillers & Vintners, its worldwide drinks business.

IDV Slovakia has been established to control the importation and distribution of all IDV brands sold in Slovakia, which together with the Czech Republic forms a significant market for the Malibu brand.

## Daks Simpson rises to £1.95m

Daks Simpson Group, the clothing maker acquired by Sankey Selko in 1991, reported improved pre-tax profits of £1.95m on turnover of £36.1m for the six months to July 31.

Profits last time amounted to £1.21m on sales of £30.3m.

Earnings per share rose from 9.52p to 14.55p.

The production capacity of the two Scottish factories has been increased with the creation of 250 jobs.

CROSS BORDER M&A DEALS				
BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
Air Products (US)	Carburos Metalicos (Spain)	Industrial gases	£279m	Buying from Banesto
Daewoo (S Korea)/Automobile Craiova (Romania)	Rodas Automobile Daewoo (JV)	Car manufacture	£192m	New foreign investment benchmark
Scotgen Pharmaceuticals (US)	Porton International (UK)	Pharmaceuticals	£96.3m	Trumping Ipcen bid
DSC Communications (US)	NKT Electronik (Denmark)	Telecoms equipment	£91m	DSC wants a lead position
Terneco (US)	Heinrich Gillett (Germany)	Auto components	£71m	Boosting Euro-presence
Beaufour Ipcen (France)	Porton International (UK)	Pharmaceuticals	£65.5m	Board-recomm ended bid
Morgan Stanley (US)/People's Construction Bank (China)	CICC (JV)	Banking	£63.2m	Investment bank venture
SGS-Thomson (UK/Italy)/Shenzhen SEG (China)	JV	Semiconductors	£48.4m	60/40 ownership split
Rentokil (UK)	Foliage Plant Systems (US)	Plant services	£5m	Indoor plants expansion
Newman Tonks (UK)	Randi Fabrikene (Denmark)	Architectural hardware	£3.1m	Continues European growth

# Credito Italiano

A joint stock company - Registered Office: Via Dante 1, Genoa - Head Office: Piazza Cordusio, Milan Capital Lit 800 billion

Registered with the Banks Register and belonging to the Credito Italiano Banking Group

## NOTICE

1. STOCK INCREASE FROM ITL 800 BILLION TO ITL 1,120 BILLION.

2. ISSUE OF 640 MILLION "WARRANTS FOR CREDITO ITALIANO ORDINARY SHARES 1994-1997. 320 MILLION OF WHICH ARE LINKED TO THE SHARES IN POINT 1, WITH THE REMAINING 320 MILLION LINKED TO THE BONDS IN POINT 2.

3. STOCK INCREASE OF ANOTHER ITL 320 BILLION MAXIMUM THROUGH THE ISSUE OF ORDINARY SHARES RESERVED FOR EXERCISE OF THE WARRANTS IN POINT 3.

### RULING OF THE BOARD OF DIRECTORS

The Board of Directors which met on September 28, 1994, has resolved to:

- a. increase stock by ITL 120 million by issuing N. 640 million ordinary shares to be optioned to shareholders at a ratio of 2 new shares for every 2 shares of stock held at a price of ITL 1.20 per share, including a surcharge of 10%.
- b. issue a total of 1,320 million new ordinary shares for exercise of the warrants issued in point "a".
- c. issue subordinated bonds known as "Credito Italiano 8% 1994-2000 subordinated cum warrants" for ITL 360 billion, representing 320 million bonds with a par value of ITL 1.750 each, to be optioned to shareholders, at par, at a ratio of 1 bond for every 5 shares of any class held. A warrant is attached to each bond, at a rate of 1 warrant for each bond, valid to subscribe to the ordinary shares mentioned in "c" below.
- d. increase stock by a maximum of ITL 320 million by issuing a maximum of 640 million ordinary shares, in one or more times, 320 million of which linked exclusively to the exercise of the warrants linked to the bonds in point 3 above. The warrants linked to the bonds have the same characteristics and carry the same rights as those linked to the shares and are fungible with the latter.

The resolution passed by the Board of Directors was approved by the Genoa Courts on October 11, 1994 with Decree No. 2395.

**ORDINARY SHARES CUM WARRANT**  
The ordinary shares optioned will have the same characteristics and the same rights as the ordinary shares currently in circulation. The new shares will also be quoted on the Italian Stock Exchange under the continuous system.  
The new shares issued will be dividend bearing as of January 1, 1994. The relative share certificates will carry coupons from No. 13 to No. 32.  
The warrants linked to same will be in the ratio of 1 warrant for every 2 shares and shall, when subscribed, be detached and shall circulate separately.  
**SUBORDINATED BONDS CUM WARRANT**  
Name and type of security: The Bonds being optioned will be known as "Credito Italiano 8% 1994-2000 subordinated cum warrants" and regulated by the specific "Regulations". It will consist of N. 320 million bonds with a par value of ITL 1.750 each, represented by bond certificates in denominations of 1, 5, 10, 50, 100, 200, 1,000, 5,000 and 10,000 bonds.  
Circulation: The Bonds belong to the holder and are not divisible. Upon request and payment of expenses, they may be converted into registered certificates and back again, whereas the coupon remain payable to the holder.  
Effective interest rate: 8% per year before withholdings and payment will be deferred. The effective yearly yield before withholdings, is equal to the nominal rate, in that the bonds are issued and reimbursed at par.  
Maturity and payment of interest: Interest will be paid on January 1st of each year, without expense and net of withholdings. The first coupon, due on January 1, 1995 will be of ITL 17.30 gross per bond and will represent interest as of November 16, 1994. The last coupon will be payable on January 1, 2000.

Payment method and terms: Payment in full of the subordinated bonds subscribed must be made on November 15, 1994.  
Duration of the loan and reimbursement terms: The loan will be reimbursed on January 1, 2000, at par,

## COMPANIES AND FINANCE

## Hungary considers early sale of telecom shares

By Nicholas Denton

Hungary is considering a quick sale of state shares in Matav, the national telecommunications company, that would dwarf all previous international equity offerings to come out of eastern Europe.

At the top of the agenda is a proposal to sell up to 10 per cent of Matav through a private placement with international institutional investors which could raise up to \$300m.

Finance ministry and Matav officials said they had not reached a final decision but were exploring options, including that of a private placement. "That is the question we are discussing night and day," said Mr Mark von Liffenskiold, an executive director of Matav.

A closed offer of Matav shares targeted at western pension and emerging market funds would provide a foretaste of a more comprehensive initial public offering planned for 1995-1996. The mandate to

advise on the initial placement is expected to be one of the most lucrative awarded in the region and hotly contested by investment banks.

Although about \$4bn in western portfolio investment has flowed into Russia and other east European countries in the last year, most equity has been purchased in small tranches on secondary markets.

The sale of \$200m to \$300m worth of Matav would far surpass the \$70m issue by Hungarian retailer Fotex to become the largest single international equity offering by an east European company.

An issue of this scale is too likely to be absorbed solely by funds specialising on eastern Europe or emerging markets in general. Mainstream pension funds, however, are expected to require more complete accounts than Matav can provide at the moment.

Budgetary difficulties have encouraged the Hungarian authorities to bring forward

the Matav privatisation. The new Socialist government has declared it will use privatisation revenues to pay down the national debt.

Deutsche Telekom of Germany and Ameritech of the US, which last December took a joint stake of 30 per cent in Matav, have also softened their opposition to an early offering.

Ameritech in particular had

opposed a quick flotation because the price would have been below that at which it entered and it would have had to write down its investment.

Salomon Brothers, hired by Matav to study an IPO, recommended that it wait until late 1995 or early 1996.

However, Deutsche Telekom and Ameritech now appear ready to accept a compromise whereby the government gets rapid proceeds through a private placement but a full IPO takes place in a more leisurely fashion. They are also discussing a possible increase in their stake.

## Argentaria profit edges higher

By David White in Madrid

Consolidated earnings at Argentaria, the majority state-controlled Spanish banking group, edged up by 2.1 per cent before tax in the first nine months of the year to Pta24.77m (968m).

Net profit, excluding minority interests, showed a stronger rise of 8.8 per cent to Pta27.72m.

The results came after a 19 per cent increase in loan recoveries to Pta31.69m and a 46 per cent reduction in provisions for loan losses and country risk to Pta35.5bn.

This was offset by sharply lower earnings from securities, which fell by 88 per cent to Pta2.33m from Pta22.54m.

Operating income for the nine months improved by 10.5 per cent to Pta10.57m. The group, in which the government stake is due to be reduced to a minority through a further share offering next year, said this reflected a "satisfactory" performance in ordinary banking business and success in containing costs.

The next privatisation tranche, originally expected this year, has been put back because of the weak stock market trend, and is now not expected before the spring.

Almost 50 per cent of the shares were sold in two placements last year, raising Pta2.26m for the Spanish treasury.

The group has launched a Pta350m investment plan to expand its retail banking network over the next three years. This follows its failure in April to take over the troubled Banco Popular, which went instead to Banco Santander.

Argentaria's total assets at the end of September stood at Pta11.00m, 7 per cent higher than a year earlier.

In addition, JVC, like other Japanese consumer electronics groups, has faced tough competition in its own market.

The consumer electronics market in Japan has been increasingly characterised by lower-priced products as consumers hold back from expensive purchases. Cheap audio-visual products have been coming into the country from lower-cost countries in the rest of Asia.

JVC said it expected further turbulence as the yen continued to remain at a high level while competition in the audio-visual market was likely to remain fierce.

It is forecasting that sales in the full year will reach Y300bn, against Y307.7bn, and hopes to return to the black with recurring profits of Y1bn, against a loss of Y1.95bn.

The deal marks the first large scale diversification by Benetton into a new area of the business. It also signals the entry of a new foreign player, Movenpick, the Swiss hotel and restaurant group, into a sector whose development lags behind other EU countries.

The winning consortium also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group

capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita, the stores group controlled by the Agnelli family. In choosing the Italo-Swiss consortium IRI appeared to be swayed by a desire to bring in new blood.

Originally, premier Silvio Berlusconi's Fininvest division also included Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The winning consortium also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita, the stores group controlled by the Agnelli family. In choosing the Italo-Swiss consortium IRI appeared to be swayed by a desire to bring in new blood.

Originally, premier Silvio Berlusconi's Fininvest division also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita, the stores group controlled by the Agnelli family. In choosing the Italo-Swiss consortium IRI appeared to be swayed by a desire to bring in new blood.

Originally, premier Silvio Berlusconi's Fininvest division also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita, the stores group controlled by the Agnelli family. In choosing the Italo-Swiss consortium IRI appeared to be swayed by a desire to bring in new blood.

Originally, premier Silvio Berlusconi's Fininvest division also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita, the stores group controlled by the Agnelli family. In choosing the Italo-Swiss consortium IRI appeared to be swayed by a desire to bring in new blood.

Originally, premier Silvio Berlusconi's Fininvest division also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita, the stores group controlled by the Agnelli family. In choosing the Italo-Swiss consortium IRI appeared to be swayed by a desire to bring in new blood.

Originally, premier Silvio Berlusconi's Fininvest division also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita, the stores group controlled by the Agnelli family. In choosing the Italo-Swiss consortium IRI appeared to be swayed by a desire to bring in new blood.

Originally, premier Silvio Berlusconi's Fininvest division also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita, the stores group controlled by the Agnelli family. In choosing the Italo-Swiss consortium IRI appeared to be swayed by a desire to bring in new blood.

Originally, premier Silvio Berlusconi's Fininvest division also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita, the stores group controlled by the Agnelli family. In choosing the Italo-Swiss consortium IRI appeared to be swayed by a desire to bring in new blood.

Originally, premier Silvio Berlusconi's Fininvest division also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita, the stores group controlled by the Agnelli family. In choosing the Italo-Swiss consortium IRI appeared to be swayed by a desire to bring in new blood.

Originally, premier Silvio Berlusconi's Fininvest division also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita, the stores group controlled by the Agnelli family. In choosing the Italo-Swiss consortium IRI appeared to be swayed by a desire to bring in new blood.

Originally, premier Silvio Berlusconi's Fininvest division also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita, the stores group controlled by the Agnelli family. In choosing the Italo-Swiss consortium IRI appeared to be swayed by a desire to bring in new blood.

Originally, premier Silvio Berlusconi's Fininvest division also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita, the stores group controlled by the Agnelli family. In choosing the Italo-Swiss consortium IRI appeared to be swayed by a desire to bring in new blood.

Originally, premier Silvio Berlusconi's Fininvest division also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita, the stores group controlled by the Agnelli family. In choosing the Italo-Swiss consortium IRI appeared to be swayed by a desire to bring in new blood.

Originally, premier Silvio Berlusconi's Fininvest division also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita, the stores group controlled by the Agnelli family. In choosing the Italo-Swiss consortium IRI appeared to be swayed by a desire to bring in new blood.

Originally, premier Silvio Berlusconi's Fininvest division also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita, the stores group controlled by the Agnelli family. In choosing the Italo-Swiss consortium IRI appeared to be swayed by a desire to bring in new blood.

Originally, premier Silvio Berlusconi's Fininvest division also includes Mr Leonardo Del Vecchio, whose Luxottica spectacles group has been one of the most successful business ventures in northern Italy. Like the Benetton family, this represents a considerable diversification.

The award will be ratified by a special IRI shareholders meeting on November 4. Until then the treasury, the sole shareholder, has indicated it would not reveal the terms of the deal. However, the bid by the Italo-Swiss consortium is believed to have valued GS-Autogrill at L1.200bn (\$1.33bn) plus Group capitalisation.

The deal marks the first

strong competition from a purely Italian consortium headed by Rinascita,

# THE WEEK AHEAD

## DIVIDEND & INTEREST PAYMENTS

### MULTIMEDIA BUSINESS ANALYST

REGULAR NEWS AND ANALYSIS  
OF THE MULTIMEDIA WORLD

Published every two weeks by the Financial Times. Multimedia Business Analyst provides expert coverage of the multimedia industry – from interactive home entertainment services, the CD-ROM market, videoconferencing, to new hardware platforms, information highways and cable infrastructure. Multimedia Business Analyst combines news with analysis and forecasts to provide you with the single most useful source on the multimedia global market.

Each issue of *Multimedia Business News* will report on:

- New technologies, in development or commercially available, and their impact on the market
- Mergers and alliances
- Regulatory moves and the role of governments in the information superhighway
- Company news – financial results, flotation, and changes in management
- Statistical analysis of the various indicators of market performance, residential and business expenditure, and sales of hardware and software applications and cable services.

Press reporting contains an enormous amount of indigestible, conflicting and frequently confused coverage of the 'multimedia revolution'. *Multimedia Business Analyst* aims to cut through this verbiage to provide you with a succinct and thorough analysis of the news that matters.

The first issue of *Multimedia Business Analyst* is published this month. If you would like to receive a complimentary copy please fill in your details below, or attach your business card, and send it to: Tony Ashcroft, Financial Times

Newsletters, Third Floor, Number One Southwark Bridge, London, UK SE1 9HL.  
Tel: +44 (0)71-873-3794.  
Fax: +44 (0)71-873-3935.



FINANCIAL TIMES  
Newsletters

Please send me a FREE sample copy of *Multimedia Business Analyst*

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
Postcode \_\_\_\_\_ Country \_\_\_\_\_  
Tel \_\_\_\_\_ Fax \_\_\_\_\_

Registered Office: FT Business Newsletters Ltd, Number One Southwark Bridge, London, SE1 9HL.  
Editorial, Production Number: 08008494949. VAT Registration No: GB 278 577 21.

Data Protection Act: The information you provide will be held by us and used to keep you informed of FT products and used by other selected quality companies for mailing purposes.

### ■ TODAY

Abbott Mead Vickers 4.5p  
Aleson 5% Pf. 1.75p  
Allied Irish Bks. Prim. Cap. FRN \$138.72  
Applied Distribution 1.3p  
Armour Tst. 1.42p  
Baldwin 1.6p  
Batic Inv. Tst. 8% Db. '23 4.0p  
Do. 10 1/4% Db. 2016 £2.25  
Bank Nova Scotia Fltg. Rate Db. 2000 £145.88  
Battley 10% Cm. Pf. 5p  
Blundell-Perrin. 7 1/4% Un. Ltn. 90/95 £3.625  
Brit. Com. Int. 9 1/4% Gtd. Bd. '01 CS95.0  
Bruntford Aggregates 0.4p  
BSM 2.15p  
Burman Castro 5% Cm. 1st Pf 2.1p  
Do. 8.5% Cm. 2nd Pf. 2.1p  
Do. 8.5% Cm. Pf. 2.8p  
Do. 7.9% Cm. Pf. 2.5375p  
Burns Phil. Treas. 5 1/4% Gtd. Bd. St. Bd. '01 \$166.52  
Caledonian 2.9p  
Campbell Soup \$0.28  
Capital Shop. Centres 6% Sb. Bd. '06 3.767p  
Chemical Banking 0.44  
Chevron 4.9% Cm. Pf. 2.45p  
Citicorp Fin. Trac. Nts. Oct.'96 \$430.10  
Citicorp Bank. Gtd. FRN Jan.'97 \$137.08  
Collateralized Mtg. Sec.4 Mtg. Bckd. FRN '27 £37.01  
Do. 6% Mtg. Bckd. FRN '27 2.112.41  
Do.12 Class A Mtg. Bckd. FRN '28 £98.11  
Cookson 7% Non-Cm. Pf. 1.225p  
Creston Land 6% Cm. Ltn. 3p  
Daiwa Inv. Fin. 8% Sb. Bd. '03 \$837.50  
Do. Sb. FRN 2001 \$1334.93  
Dartmoor Inv. 6 1/4% RPI-Lkd. Bd. '05 £3.835  
EFT 0.525p  
Electron House 2p  
Ero Mining 20p  
Eng. Prop. 8 1/4% 1st Mtg. Do. 97/2002 £4.9375  
ERF (Hedge) 10% Cm. Pf. 5p  
Estates Prop. Inv.10% 1st.  
Mayne Nickless AS0.17

### McAlpine (A) 9% Cm. Pf. 4.5p

Mitsubishi Chem. 4.4% Nts. '97 Y400000.0  
Nat West Bank Var. Rate Cap. Nts. 2000 £1387.15  
Newarthill 6.775% Cm. Pf. 3.3875p  
NHL (T) Dfd. Int. Mtg. Bckd. FRN 28 £118.20  
F & C Utilities Inv. 1.1p  
Do. Package Units 1.1p  
Forte 9.1% Un. Ltn. 95/2000 4.55p  
Garimere Value Inv. 12.34% Do. 9.5% 1.7p  
Gen. Motors Acc. Can. FRN Nov. 96 CS437.69  
Global Stock Inv. Ptg. Pf. 2.9549p  
Dollar Cash Port. \$0.175  
Do. European Equity Portfolio DM0.255  
Do. Far East Equity Port. \$0.30  
Do. Global High Inc. Port. 0.25  
Do. Japanese Small Co's Portfolio \$0.125  
Do. UK High Inc. Port. 1.3p  
Do. US Small Co's Port. \$0.16  
Gold Greenlee Trott 2p  
Grosvenor Dev. 7.5% Cm. Ltn. '99 3.75p  
Hedgill Prop. 6% Cm. Pf. 2.1p  
Independent Insurance 4p  
Intermediate Cap. 3.75p  
Jackson (Wm) 7 1/4% Cm. Pf. 2.625p  
Japan Air. 5.45% Bd. '02 Y45000.0  
Do. 5.5% Bd. Oct.2003  
Y50000.0  
Kansai Int. Inv. 6% Gtd. Bd. '93 \$31.50  
Do. 9% Gtd. Bd. '96 £450.0  
Lasmu Prod. Unl. 3.317p  
Latham (James) 8% Cm. Pf. 4p  
Legal & Gen. 6% Cm. Sb. Bd. '08 £33.75  
Independent Insurance 4p  
Intermediate Cap. 3.75p  
Jackson (Wm) 7 1/4% Cm. Pf. 2.625p  
Japan Air. 5.45% Bd. '02 Y45000.0  
Do. 5.5% Bd. Oct.2003  
Y50000.0  
Kansai Int. Inv. 6% Gtd. Bd. '93 \$31.50  
Do. 9% Gtd. Bd. '96 £450.0  
Lasmu Prod. Unl. 3.317p  
Latham (James) 8% Cm. Pf. 4p  
Legal & Gen. 6% Cm. Sb. Bd. '08 £33.75  
Lionheart 7.5% Cm. Pf. 3.5p  
Litho Supplies 2.75p  
Lon. Merchant Sec. 7 3/4% Cm. Un. Ltn. 2000/05 £3.875  
Lowes 0.045  
Mayne Nickless AS0.17

### Vaux 7% Pf. 2.45p

Do. 4 1/4% Pf. 1.575p  
Do. 6 1/4% Pf. 2.275p  
Wellington Hdg. 1.2p  
Nts. 2000 £45.21  
Western Mining A\$0.04  
WEW 10 1/4% Pf. 99/2002 5.25p  
Laing (J) 6.4% Cm. Pf. 3.2p  
Lamont Hdg. 6% Cm. Pf. 1.05p  
Wimpey (Geo) 2p  
■ TOMORROW  
Ametech \$0.48  
Anglo Am. Ind. 5.56% Cm. 1st Pf. R0.05625  
PCT 3.15% Cm. Pf. 1.575p  
Do. 4.55% Pf. 2.275p  
Do. 5.25% Pf. 2.625p  
Astec (BSR) 0.4p  
AT&T \$0.33  
Beattie (James) A 1.5p  
Bell Atlantic 0.68  
BellSouth \$0.69  
BET 41 1/2% 2nd Bd. £2.25  
BPP Hdg. 3.1p  
Bristol 3 1/4% Db. 1.75  
Britannia Grp. 0.5p  
British Inv. Tst. 54% Pf. £1.8375  
British Mohair 6% Cm. Pf. 2.1p  
BT Cm. Pf. 3.75p  
CrestaCare 0.26p  
Dunedin World. Inv. Tst. 3.5% Crn. Pf. £1.75  
Edinburgh Inv. Tst. 7 1/2% Db. '95 £2.75  
Enterprise Oil 6.5p  
Exchequer 3% Gas 90/95 £1.50  
Fiducia 1p  
First Choice 1.4p  
Fleming Inc. & Cap. Inv. Tst. 1p  
Do. Units 1p  
Fleming Mercantile Inv. Tst. 1.675p  
West Tst. 2.3p  
Whitbread 4 1/2% 1st Pf. 1.575p  
Do. 6% 3rd Pf. 2.1p  
Do. 7% 3rd Pf. 2.45p  
Willis Grp. 0.385p  
■ WEDNESDAY  
Assoc. British Ports 2p  
GKN 8p  
Henderson EuroTrust 1.85p  
Do. Units 1.85p  
Taylor Woodrow 0.75p  
■ THURSDAY  
Albany Inv. Tst. 1.35p  
Bradford & Bingley Bldg. Scy. FRN Feb. 99 £143.36  
Brightstone Prop. 1p

### Cornwall Parker 4p

Do. A N/Vtg. 4p  
DFS Data & Research 1p  
Fawrings Int. \$0.005  
Gowring 1p  
Haynes Publishing 5p  
Headway 0.7p  
Healthcall 1.5p  
Highcroft Inv. Tst. 2p  
HTR Japanese Small. Co's Tst. 0.45p  
Lloyds Smaller Co's Inv. Tst. 1.75p  
Do. Package Units 1.75p  
OGC Int. 1.8375p  
Plasmech 1.5p  
Rubicon 2.8p  
Shell Trans 11.2p  
Steel Burill Jones 3p  
TT 10 1/4% Cm. Pf. '97 5.4375p  
Treasury 15 1/4% Un. Ltn. '96 27.625  
■ FRIDAY  
ASW 3p  
Baynes (Charles) 0.7p  
Benson Grp. 0.23p  
Bentall 0.6p  
Dawsongroup 1.8p  
Delta 10 1/4% Db. 95/98 £5.375  
Edinburgh Fd. Mngs. 8p  
Excalibur Grp. 0.4p  
Halifax Bldg. Scy. FRN '97 £277.78  
Intrum Justitia 1.1p  
Life Sciences 1.6p  
Lincat 4.7p  
Marley 2.1p  
Mayborn 2p  
Mersey Docks & Harbour 3.3p  
New Zealand 11 1/4% 2008 £201.25  
OIS Int. 0.5p  
Pearson 5.75p  
Quayle Munro 6p  
River & Merc. Am. Cap. & Inc. Tst. 1.5p  
Servomex 2.1p  
Stat-Plus 4.32p  
SWP 0.2p  
T & N 7.5p  
Transport Dev. 3p  
Usher (Frank) 4.5p  
Walker (Thomas) 0.5p  
Watmoughs 1.7p  
Yorkshire Food 0.8p  
■ SUNDAY  
Nightflight 1.13p  
Treasury 7% 2001 £3.50  
Whitbread 5 1/4% Un. Ltn. 95/99 £3.625

## UK COMPANIES

### ■ TODAY

COMPANY MEETINGS:  
Energy, 30, Stratton Street, W., 10.00  
TR European Growth Tst. 3, Finsbury Avenue, E.C. 12.30  
BOARD MEETINGS:  
Fisons  
Edinburgh Inv. Tst.  
Flaming Chinese Inv. Tst.  
Int'l. Corpn. & Co.  
Lowland Inv.  
Mitsubishi  
Abbot New Thel  
Anglo St. James  
Barham  
Beverley Group

### Campbell & Armstrong

Diasla Bus. Systems  
Fahrer  
GBE Intl.  
Newport  
Northwestern Fine Foods  
Prestige Group  
Rockwood Minis.  
Rowe Evans  
St. Davids Inv. Tst.  
Toys & Co.

### M&P Data Mgmt. Grp., Howard Hotel, Temple Place, Strand, W.C. 12.00

BOARD MEETINGS:  
Finals:  
Soc. Natl. Trust  
Intertel  
Capital Gearing Tst.  
Celeste Int'l.  
PowerScreen  
Rozannes  
SafeLand  
Schroder Korea Fund  
Slem Selective Growth  
Thames Water  
Wetherspoon

### SWP, The Registry, Royal Mint Court, E.C. 12.00

Watermen Partnership, Apothecaries Hall, Blackfriars Lane, E.C. 12.00  
BOARD MEETINGS:  
Finals:  
Bellway  
Broadgate Inv. Tst.  
Cooper (Fifebridge)  
On Guard Int'l.  
Intermark  
German Smaller Co's. Inv.  
Kitec Service  
MMT Computing  
Smart 4 Contractors  
Usborne  
Intertel  
Boots  
Finlayson Tst.  
German Inv. Tst.  
Quadrant Grp.  
Raven Products  
Safeway Healthcare

### BOARD MEETINGS: Intermark

Banner Hanmer  
Bentwood Builders  
Cook (Willesden)  
Oceansa Cons.  
TBI  
Company meetings are annual general meetings unless otherwise stated.  
Please note: Reports and accounts are not normally available until approximately six weeks after the board meeting to approve the preliminary results.

### NOVEMBER 15 & 16

Strategies for High-Involvement Leadership  
Controlling change; concentrating on high pay-off activities; creating partnerships; strengthening trust; motivating and inspiring; and stimulating innovation. These are some of the issues included in this interactive briefing designed to train executives to operate effectively in empowered organisations.

Contact: Rachel Thomas/Sarah Williams  
IBI Technical Services  
Tel: 071 877 7400  
LONDON

### NOVEMBER 19/22

Practical Dealing course -

Training in technical Cash market dealing and short term derivatives (Futures and Forwards), risk identification and evaluation, product pricing, position management, with opportunities to test theories learned in dealing role-play and other practical exercises. For Corporate treasury personnel, bank dealers, marketing and advertising - a must for all presenters.

Contact: Alan Dibble, Chartered Institute of Marketing  
Tel: 071 877 7400  
LONDON

### NOVEMBER 21-22

Third Central Banking Conference

Features leading speakers from the central banks of China, India, France, Hungary, Finland, Austria, Poland, Venezuela and The Bank of England, EMI and IMF. Sponsors The World Council, Barclays Precious Metals and Clifford Chance.

Contact: David Parry, Vertical Systems Intertrade Ltd  
Tel: 020 7502 6566 Fax: 020 7502 65821  
LONDON

### NOVEMBER 21-22

Business Process Re-engineering (BPR)

Focus on how to manage for success charged with designing and implementing BPR initiatives. Presented by leading US practitioners and BPR author. Proven how-to-do-it implementation guide developed by the experts. Over 50 speakers from the private & public sectors have already attended.

Contact: Richard Parry, Vertical Systems Intertrade Ltd  
Tel: 020 7502 6566 Fax: 020 7502 65823  
LONDON

### NOVEMBER 15-16

Public Sector Purchasing

Management of procurement for managers charged with designing and implementing BPR initiatives. Presented by leading US practitioners and BPR author. Proven how-to-do-it implementation guide developed by the experts. Over 50 speakers from the private & public sectors have already attended.

Contact: Richard Parry, Vertical Systems Intertrade Ltd  
Tel: 020 7502 6566 Fax: 020 7502 65823  
LONDON

### NOVEMBER 23

Political Risk Outlook for the Oil

In 1995

The oil industry has become well experienced in evaluating the risks it faces in its business, particularly when planning major new investments. Yet the greatest risk to the oil industry is the drivers of future profitability. This two-day conference explores the relevance and probability of developing new "corporate risk" measures, based on both traditional and non-financial indicators, such as customer satisfaction, quality and benchmarking.

Contact: Business Intelligence  
Tel: 071 877 7222 Fax: 071 871 9295  
LONDON

### NOVEMBER 12-14

Insider Dealing Investor Relations Seminar

Half-day intensive seminar, sponsored by IR Society, on Regulation, Author, handling DTR, enquiries, price sensitive info, Venue: Law Society, Speaker: Stock Exchange, North Ros. Legal & General, Cable & Wireless.

Contact: Brian Associates  
Tel: 071 497 2222 Fax: 071 871 9295  
LONDON

### NOVEMBER 15 & 16

FT Ninth Petroleum & Gas Conference

This event, timed to coincide with PetroTech '94, will focus on European oil refining and the market to the year 2000, considering current and future European capacity, new refining investment and environmental issues.

Contact: Enquiries Financial Times  
Tel: 081-673 1333 Fax: 081-673 1333  
LONDON

### NOVEMBER 15 & 16

The Digital Information Revolution



## NEW YORK

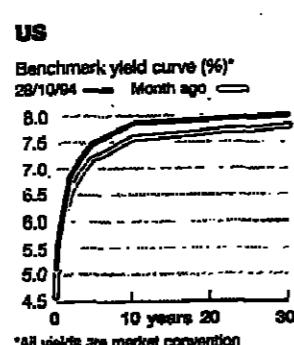
Patrick Harverson

Last Friday's rally, which sent the 30-year yield back below 8 per cent, may not carry through into this week. Analysts expect that for the next month or so a weak dollar, renewed upward pressure on commodity prices, and another tightening of monetary policy by the Federal Reserve will steadily push bond yields up towards 8.25 per cent or 8.5 per cent.

Yields, in fact, may go above 8 per cent this week, which is packed with the sort of data that could unnerve investors if they contain hints of resurgent inflation or unexpectedly strong economic growth.

The October employment report, due on Friday, will be the highlight. Donaldson, Lufkin & Jenrette analysts forecast that non-farm payrolls will have risen by 230,000 in October. Growth above 210,000 could send bonds tumbling.

The market will also have to absorb the National Association of Purchasing Management's index for

\*All yields are market convention  
Source: Merrill Lynch

October, and September personal income, manufacturers orders, leading economic indicators and single family home sales.

If any of these figures are stronger than expected, the bond yield will probably breach 8 per cent again. The consensus is that the Fed will tighten policy on November 15, when its open market committee meets, by raising the Fed funds rate target by 50 basis points to 5.25 per cent.

## LONDON

Philip Coggan

The central event of the week for the gilts market will be Wednesday's monthly meeting between Mr Kenneth Clarke, the chancellor of the exchequer, and Mr Eddie George, governor of the Bank of England.

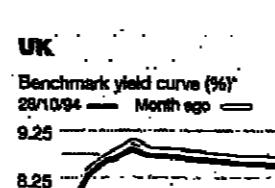
Some analysts think the meeting will lead to a further rise in base rates. "The evidence of continued price pressures, falling capacity and no clear slowdown in growth will be sufficient to prompt the governor to request a further tightening of policy," believes Mr James Barty, senior UK economist at Morgan Grenfell. He predicts the meeting will result in base rates rising to 8 per cent, a quarter of a percentage point increase.

But Mr Ian Shepherdson, UK economist at Midland Global Markets, thinks the chancellor will resist a rate rise. He believes Mr Clarke will not want to dent consumer confidence ahead of the vital Christmas shopping season, nor will he want to antagonise voters before what is likely to be a fairly austere Budget.

Either way, the market is likely to be jittery all week especially as September's base rate rise was delayed until the Monday after the monthly meeting. The Bank's quarterly inflationary report, published on Tuesday, may give some clues as to the governor's thinking, his recent remarks have suggested bond markets are over-stating the inflationary threat.

\*All yields are market convention

Source: Merrill Lynch



\*All yields are market convention  
Source: Merrill Lynch

## FRANKFURT

Andrew Fisher

In the current German interest rate hiatus, with the Bundesbank waiting to see what happens on the monetary, economic and political fronts, the eyes of the bond market are fixed on the US.

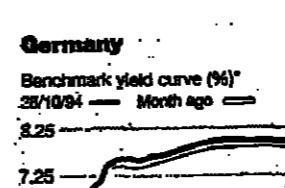
Although Friday's US data proved positive for the financial markets, concern over the timing and impact of the next US interest rate rise remains to the fore.

The main domestic news last week was the easing of west German inflation to 2.3 per cent, bringing it closer to the central bank's 2 per cent goal, and the recommendation by the main economic research institutes that interest rates should not be cut significantly.

This came in a broadly positive report on the economy, which has been expanding with a vigour even the Bundesbank admits had come as a surprise. This makes it even more determined to rein back money supply growth to a rate more consistent with low inflation.

\*All yields are market convention

Source: Merrill Lynch



\*All yields are market convention  
Source: Merrill Lynch

## TOKYO

Emiko Terazono

Investors are expected to focus on the short-term money markets, which will be affected by seasonal and technical factors this week.

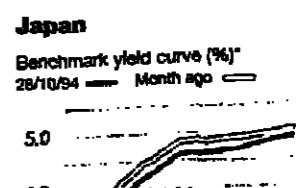
A substantial rise in fund demand from banks, due to month-end funding, corporate tax payments and the public holiday on Thursday, is likely to put upward pressure on short-term rates.

The banks are also expected to increase fund procurement for the year-end, pushing up two-month interest rates.

Over the past few weeks, the Bank of Japan has allowed short-term rates to rise moderately in the face of increasing evidence of a gradual economic recovery.

Although it has been forced to adopt a more austere stance because of the yen's appreciation against the dollar, economists expect it to allow a further rise in short-term rates because of the underlying economic trends.

"We expect the BoJ to allow a gradual widening of the



\*All yields are market convention  
Source: Merrill Lynch

spread between the overnight call rate and the ODR," says DKB International.

Meanwhile, oversupply worries are adding to investor caution as corporate borrowing on the straight bond markets seems set to increase. Last week Tokyo Electric Power, the leading electric utility company, said it would issue Y100bn of straight bonds in November and corporations are also expected to turn to the Eurobond markets for funds.

## Capital &amp; Credit

## Moody's move puts spotlight on Sweden

The decision by Moody's Investors Service to place Sweden's Aa2 foreign currency debt rating on review for a possible downgrading is likely to weigh heavily on the bond market when it opens today.

After rallying sharply last week, the rating agency's move, prompted by its concerns over the country's public-sector deficit, will force investors to focus once again on Sweden's debt situation, which has troubled the market most of the year, causing an exodus of foreign participants and the withdrawal of leading Swedish investors.

After posting sharp gains during the 1993 bond market boom, Swedish bonds have suffered particularly this year, not only from the bear market that has depressed fixed-income markets worldwide, but also from problems at home: a growing budget deficit and political jitters surrounding general elections.

Swedish bonds have been further dogged by inflationary fears and the spectre of monetary tightening after the Riksbank raised interest rates on

August 11 - the first European rate increase in the current cycle.

Last week, however, Sweden's bond market was the strongest performer worldwide; according to Salomon Brothers' world government bond index, Swedish government bonds returned 1.41 per cent in the week to Thursday, compared with a 0.38 per cent drop in the European bond index.

Their yield spread over German bunds narrowed sharply to around 320 basis points on Friday from 357 points a week earlier.

Bond prices were propped higher last week by a range of factors: Monday's bullish bond auction result (with each tranche snapped up by a single buyer), currency strength, and increasing hopes that Sweden will vote in favour of the European Union in its referendum on November 13.

The Riksbank's 20-basis-point hike in the repo rate to 7.40 per cent on Thursday further underpinned bonds because it was seen to boost the central bank's inflation-fighting credibility.

Some market participants

were surprised by the timing of the announcement. "I think Moody's may have acted a bit prematurely here, especially considering that the government hasn't yet presented the details of its economic plans and with the EU referendum coming up," said Mr James McKay, international economist at Kidder Peabody.

On the other hand, he said, Moody's announcement could be welcomed as a warning shot to the government, forcing it to place fiscal discipline at the top of its agenda. Mr Person is due to unveil details of his fiscal plan on Wednesday.

The EU referendum remains another significant risk. In spite of Finland's recent vote in favour of EU membership, the Swedish yes-sayers have held only a slim majority in recent opinion polls, amid a large pool of undecided voters. "If the Swedes vote 'no', that could undermine the Social Democratic leadership," warns one analyst, who says a 'no' vote could cause the Swedish yield spread over bonds to balloon back to more than 400 basis points.

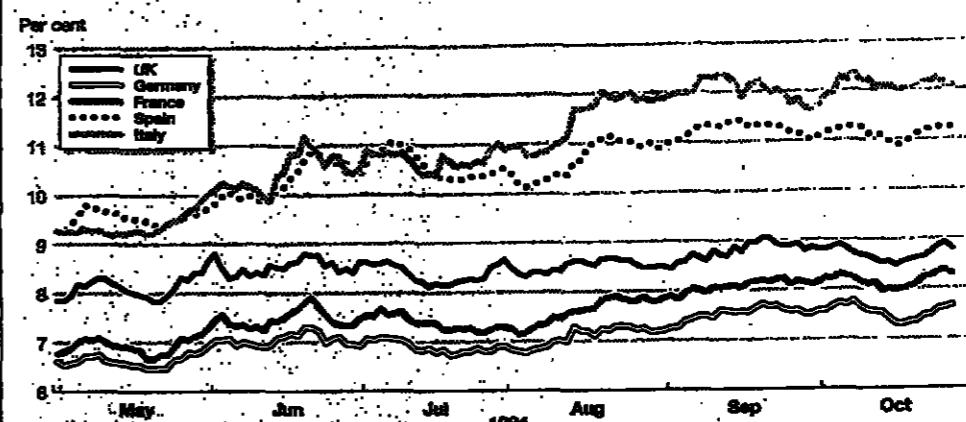
Even before the Moody's announcement, Mr Graham McDevitt, strategist at Paribas Capital Markets, was recommending switching out of Sweden ahead of the EU referendum. One strategy would be to move into Danish bonds, while more adventurous investors should consider a switch into Norway, which faces an EU referendum on November 28.

According to Mr McDevitt, Swedish bonds are moving to put bias on a 'yes' decision while Norwegian bonds have 70 per cent discounted a 'no' vote. If Sweden does vote for EU, Swedish bonds should rally but Norwegian bonds should out-perform on hopes that a 'yes' result may now be possible in Norway," he says.

"If Sweden votes 'no', Sweden would succumb to significant profit-taking from long positions built up over the past month; this would drag on Norwegian bonds, but better underlying fundamentals should limit the decline," he adds.

Conner Middelmann

## 10-year benchmark bond yields



	May	Jun	Jul	Aug	Sep	Oct
UK	10.5	10.2	10.1	10.0	9.9	9.8
Germany	7.5	7.4	7.3	7.2	7.1	7.0
France	8.5	8.4	8.3	8.2	8.1	8.0
Spain	11.0	10.8	10.6	10.4	10.2	10.0
Italy	11.5	11.3	11.1	10.9	10.7	10.5

	May	Jun	Jul	Aug	Sep	Oct
UK	10.5	10.2	10.1	10.0	9.9	9.8
Germany	7.5	7.4	7.3	7.2	7.1	7.0
France	8.5	8.4	8.3	8.2	8.1	8.0
Spain	11.0	10.8	10.6	10.4	10.2	10.0
Italy	11.5	11.3	11.1	10.9	10.7	10.5

## International loans

## Securum marks a Swedish milestone

The SKr20bn refinancing package announced last week by Securum, the state-owned Swedish company set up to liquidate the failed loans of Nordbanken, was big by any standards. From a company less than two years old, it was spectacular.

The operation is a milestone in Sweden's progress out of the crisis that overwhelmed its banking sector in 1992. Significant state intervention was required to restore confidence.

"Securum has been the main symbol of the Swedish banking crisis," says Mr Anders Nyren, the group's chief financial officer. "For the company to be able to refinance itself in the international markets so soon after it was set up shows the progress which has been made."

Securum was established in early 1993 after taking on SKr60bn in failed loans from Nordbanken, which collapsed into state arms in 1992 as the biggest casualty of Sweden's banking crisis. It has converted bad credits into some SKr44bn worth of assets, of which it intends to sell off gradually over the next 10 years to maximise returns to the taxpayer.

It has changed from being a finance company to an investment, industrial and real estate holding company. The transformation was the starting point for the remodelling which will allow it to pay back most

of the loans it has received from Nordbanken.

The package involves an international and a domestic tranche. Under the international tranche, Chemical Bank and Enskilda Corporate will arrange a \$1.4bn amortising five-year syndicated term loan. Pricing is libor plus 25 basis points. After a two-year grace period, the company expects to pay down about half of the loan over the following three years. At the end of the period, the remaining portion will either be refinanced or paid back using proceeds from asset disposals.

The domestic portion falls into two parts, a SKr10bn subordinated term loan and a SKr5m callable subordinated private placement, both running over 10 years. The arranging banks, Enskilda Corporate and Nordbanken, are expected to provide most of the term loan themselves. Terms are Stibor (Stockholm inter-bank offered rate) plus "a few basis points" (in practice, less than one).

The private placement comprises a five-year fixed interest rate bond. If market conditions move against the company before the rate is set in a few weeks time, it has a back-up facility to draw down funds on a Stibor basis. After five years, the bond will be re-set.

The domestic/international structure reflects Securum's

balance sheet with its 60/40 per cent asset split between Sweden and abroad. For the international tranche, a syndicated loan was preferred to a bond issue because Securum does not have a credit rating and a bond was considered less flexible.

A crucial element in the total package is the backing provided by the Swedish state. The SKr10bn domestic portion of the deal will be formally guaranteed by the Kingdom of Sweden, which is transferring a pledge that underpins Securum's existing Nordbanken

loan on a cost-of-funds basis.

Combining the term loan and the private placement elements, Securum expects to end up with a basic interest rate of a few basis points below Stibor. On a worst-case scenario, it expects the rate to work out at Stibor plus one and half basis points.

If the international tranche is included in the calculation, the company expects its overall funding costs to be "very marginally" higher than they are today.

Initial market reactions to the package were positive. "It's priced according to the market and it's well structured," said one Swedish banking source, who believed it would be successful because it gives international banks, excluded from some recent relationship-driven deals, the opportunity to get into the Swedish market.

The deal is strategically important for Securum in several ways: it provides visibility, it broadens its borrowing base and it allows it to build up contacts with a range of international lenders. It should also assist the government's plans to privatise Nordbanken - a move expected sometime next year - by reducing the bank's uncomfortable large exposure to a single client.

Christopher Brown-Humes



## THE COMPETITIVE EDGE

Gulf International Bank (GIB) is a wholesale commercial bank based in Bahrain. It is wholly owned by Gulf Investment Corporation (GIC), the international investment banking corporation owned equally by the governments of the six member states of the Gulf Cooperation Council (GCC) - Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates. This ownership provides a guarantee of financial strength, integrity and commitment to the regional markets.

GIB offers a comprehensive range of wholesale commercial banking services including Corporate and Islamic banking and Treasury activities. Target clients

include major indigenous private-sector corporations, Gulf based financial institutions, multi-national companies active in the region and the governments of the GCC States themselves.

To support our clients and provide them with a competitive edge, we offer a detailed knowledge of the area, technical expertise and the latest sophisticated operating systems. We are present in Manama, London, New York, Singapore, Abu Dhabi and Muscat.

GCC market knowledge, expertise in its industries, extensive product skills, international reach and a commitment to excellence are distinguishing features of the bank.

HEAD OFFICE  
GULF INTERNATIONAL BANK, B. S. C., P.O. BOX 1017, MANAMA, BAHRAIN

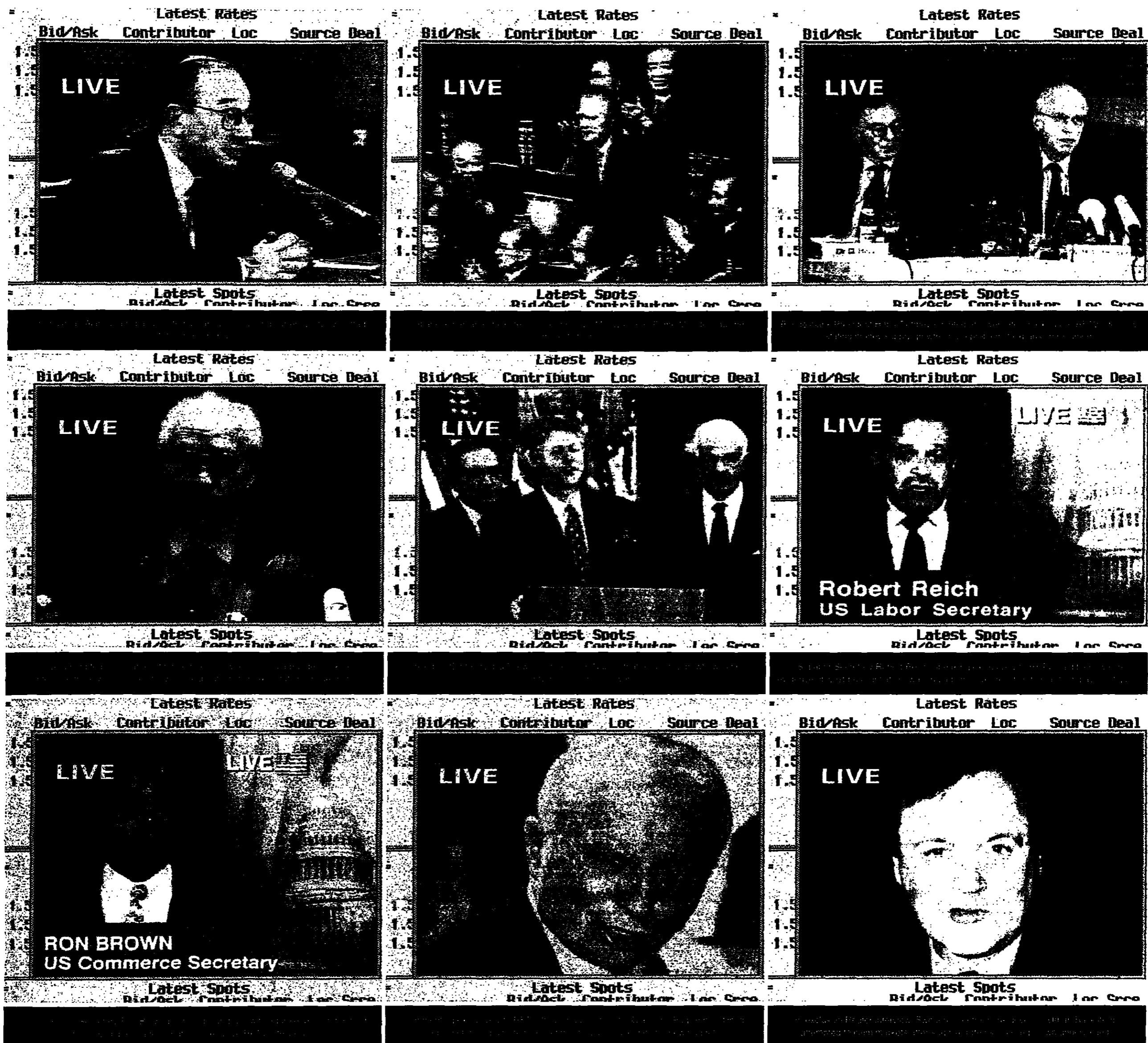
BAHRAIN  
TEL (973) 3340000  
FAX (973) 3340333

LONDON  
TEL (44) 815 1000  
FAX (44) 220 7733

NEW YORK  
TEL (212) 922 1100  
FAX (212) 922 1100

SINGAPORE  
TEL (65) 224 8771  
FAX (65) 224 8745

ABU DHABI  
TEL (02) 318 080  
FAX (02) 311 066



# Did they tell you first?

(They did if you had Reuters Financial Television.)

Imagine being the first to know when a market-moving story breaks, vital minutes before your competition.

Imagine getting the story direct from the source, live, without delay.

That's the advantage you get from Reuters Financial Television. It puts live TV coverage of the financial news that matters in a special window right on your PC or workstation, integrated with your usual Reuter information.

Since its launch in June this year, Reuters Financial Television has carried an average of three live events every day, covering interviews, press conferences and speeches from the key players in international finance such as Tietmeyer, Greenspan

and Mieno, many of them exclusively. The speed advantage over other services has been anywhere from 30 seconds to 2½ minutes.

Unlike conventional TV news it concentrates exclusively on financial events, and alerts you only when something relevant is happening. You'll also quickly get informed reaction and analysis from respected market analysts to ensure you have the complete picture, plus news updates throughout the trading day.

It's like being there as international financial figures shape the news. The competitive advantage is obvious. And of course it's nice to know they told you first.

Be there with Reuters Financial Television.



Making the best information work harder  
For further information contact your local Reuter office or Area Headquarters

## EMERGING MARKETS: This Week

## The Emerging Investor / Mark Suzman

# Africa's stock markets aim high

As with so much else on the continent, Africa's stock exchanges tend to be bypassed by international investors who are convinced that anything preceded by the word African must be a hopeless economic basket case.

Indeed, even among emerging markets specialists, few are aware of the existence of any African stock markets outside of South Africa - and even in that country genuine international interest is a relatively recent occurrence.

Last week, however, at the annual general meeting of the African Stock Exchanges Association (ASEA) in Johannesburg, representatives from bourses across the region served notice that Africa is determined to put itself back on the international investment map.

In particular, now that a politically rehabilitated South Africa is rapidly becoming integrated with the rest of the continent and poised to act as its economic leader, hopes are running high that the continent's various exchanges are about to embark on an

unprecedented growth path. "The situation is looking better now for Africa than at any time in the past 30 years, and there's real potential for growth," observes one analyst who recently started assessing African stocks.

While such glib predictions litter Africa's modern economic history, ASEA officials are adamant that this is no longer a pipe-dream, pointing out that there are currently no fewer than 14 operative African stock markets, with a combined market capitalisation of \$25bn (\$15bn).

Of these, South Africa is by far the most important player, accounting for \$24bn compared with \$7bn in North Africa (Egypt, Tunisia and Morocco), soon in the rest of sub-Saharan Africa (Ghana, Nigeria, Namibia, Kenya, Zimbabwe, Botswana, Ivory Coast, Swaziland and Uganda) and a further \$1bn coming from the Indian Ocean island of Mauritius.

Even more striking is the fact that many exchanges already offer impressive returns. As a group the African

markets rose by an average 30 per cent last year and only two exchanges, Botswana and Nigeria, fell. Zimbabwe, meanwhile, had the fourth best performing market in the world, rising by an astonishing 123 per cent in dollar terms (albeit off a low base) and the Mauritian index rose 51 per cent.

Taking note of these figures, some of the bigger investment banks and securities houses have started to investigate African markets more seriously. Morgan Stanley, for example, has included several non-South African stocks in its Africa Fund and is distinctly upbeat on the continent's prospects.

"In spite of past problems, Africa's potential is unmistakeable. The world's second largest continent with 11m square miles, is three times the size of the US and has twice the population, 600m strong, and is rich in natural resources and agriculture," its assessment concludes.

Similarly, in another recent report, Baring predicts that African exchanges should be able to expand from their current 2.2 per cent share of world market capitalisation to 3 per cent by 2010 on the back of anticipated cross-border equity flows of between \$1bn and \$1.6bn. The sub-Saharan markets on their own, the report predicts, could expand by a factor of five or six times.

Nevertheless, if the continent is to achieve this, analysts agree that further structural reforms are desperately needed. In particular, the markets need to boost liquidity substantially: South Africa, with annual turnover amounting to only 1.4 per cent of market capitalisation, is currently the most liquid of all sub-Saharan markets and even in the north, only Morocco's 2.1 per cent exceeds it.

In large part, this is due to currency controls, which are still in place in nearly all African countries and need to be removed to allow the free movement of capital. At the same time, however, the markets need to launch some international stock offerings to help round the continent's profile.

These points are largely accepted by the markets, which have started actively lobbying their respective governments for action on both fronts. "Only by removing the major stumbling block of exchange controls and by providing new shares through privatisation issues can we attract the foreign capital we so dearly need to develop our countries," observes Mr Jimmie Mbamu, ASEA chairman.

At the same time, moreover, many states are considering privatising companies in sectors such as mining, telecommunications and transport. As Ghana's highly successful recent \$450m flotation of its Ashanti gold mine, of which 87 per cent was sold internationally, indicates, given the proper conditions global investors are more than willing to take a chance on Africa.

In the meantime, the continent's stockbroking fraternity is continuing to grow: two more markets, in Tanzania and Malawi, are expected to open over the coming year.

**Philip Gash**

Ten best performing stocks					
Stock	Country	Friday	Week or week change	%	£
Bafgas	Turkey	0.2106	0.0422	25.07	25.07
Shinhan Bank	S.Korea	28.7526	4.1804	17.01	17.01
Aksa Alkilic Ve Kimya Sanayi	Turkey	0.6511	0.0595	16.02	16.02
Goldstar	S.Korea	43.0393	1.5621	13.92	13.92
Finnwest Land	Philippines	0.4918	0.0500	13.95	13.95
Eccelbasi Iiac	Turkey	0.0824	0.0087	11.54	11.54
Lucky	S.Korea	33.0215	0.4082	11.13	11.13
Cement Cement Co.	Pakistan	4.0824	0.0821	9.38	9.38
Electrobras (Pld)	Brazil	0.3740	0.0321	9.38	9.38
Electrobras	Brazil	0.3729	0.0286	8.30	8.30

Source: Baring Securities

## Global funds gap 'widening'

The gap between the best and worst performing global emerging markets funds is growing wider, according to a review by Fund Research. The report found that the best global emerging markets fund increased by 67.3 per cent, while the worst rose by only 6.3 per cent over the 12 months to August 1.

Mr Peter Jeffreys, managing director of Fund Research, an independent research company on international open-end and closed-end funds, said the review also identified a widening gap between fund management groups in terms of the quantity and quality of resources dedicated to emerging markets.

The report covered 50 of the sector's 120 funds, drawn from a group of US, UK and offshore open and closed end funds.

*Fund Research, 1 Frederick Place, London, EC2R 8XK*

business of the Bombay stock exchange, which accounts for 75 per cent of turnover of all the stock exchanges.

The BSE has a market capitalisation of \$130bn from over 6,000 listed companies.

The BSE is switching from open outcry trading to a screen-based system from January 1995.

The BSE officials have also announced plans to introduce options and futures once the entire trading is screen-based and settlement procedures improved.

The NSE was conceived in 1990, mainly out of frustration with brokers' refusal to accept any change in antiquated trading practices.

## Survey

China remains the highest priority among international companies wishing to make an investment in an emerging economy, according to a survey of 100 companies conducted by Ernst & Young.

After China, India and Indonesia attract attention, while the most important factor in attracting inward investment was that of political stability.

The survey sought to identify the investment intentions of 1,000 multinational companies and to explore the decision making process that accompanied such expansion.

## India

India's recently-launched National Stock Exchange (NSE) plans to start screen-based equities trading next month.

The NSE will initially trade in 200 shares from November 3. But plans to expand to 500 shares in the next six months are expected to eat into the

## News round-up

these brokers have set up an electronic quote system and are working on developing a share trading system linked to a depository.

The BSE has a market capitalisation of \$130bn from over 6,000 listed companies.

The BSE is switching from open outcry trading to a screen-based system from January 1995.

The BSE officials have also announced plans to introduce options and futures once the entire trading is screen-based and settlement procedures improved.

The NSE was conceived in 1990, mainly out of frustration with brokers' refusal to accept any change in antiquated trading practices.

## Budapest

The Budapest stock exchange will introduce an official share index on January 1 1995. Since the opening of the bourse on June 21 1990, the index has been used as an unofficial weighted index, which currently reflects the price movement of 13 of the BSE's 39 shares.

**Edited by John Pitt. Further coverage of emerging markets appears daily on the World Stock Markets page**

## Baring Securities emerging markets indices

Index	28/10/94	Week on week movement	Actual	Percent	Month on month movement	Actual	Percent	Year to date movement	Actual	Percent
World (301)	182.03	-4.25	-2.28	-6.65	-3.52	+13.63	+8.09			
Latin America										
Argentina (20)	104.51	-4.23	-3.89	-9.35	-8.22	+10.87	+9.42			
Brazil (21)	226.04	+0.53	-0.23	-17.05	-7.01	+95.39	+61.86			
Chile (12)	226.36	-2.40	-1.05	+21.89	+10.71	+79.82	+53.43			
Mexico (25)	144.73	-9.84	-6.37	+15.01	-9.40	+16.54	+10.26			
Peru (16)	926.86	-27.59	-2.90	+20.90	-2.21	+360.57	+60.85			
Latin America (94)	170.04	-5.49	-3.13	-10.89	-6.07	+20.80	+13.94			
Europe										
Greece (16)	84.14	-1.88	-2.18	+0.57	+0.69	+1.05	+1.26			
Portugal (18)	122.32	-1.50	-1.21	+3.88	+3.11	+10.19	+9.09			
Turkey (21)	77.82	-0.39	-0.49	-6.37	-7.57	+93.89	+51.87			
Europe (55)	99.90	-1.40	-1.38	+0.62	+0.62	+12.34	+11.00			

All indices in 5 terms, January 7th 1992=100. Source: Baring Securities

## Refreshing fares:



New executive first near-bed seat gives first class comfort at business class prices

## BIOTECHNOLOGY BUSINESS NEWS

The essential twice-monthly, global update on the biotechnology industry

**B**iotechnology Business News provides regular, authoritative reports of industry news, and identifies and comments on emerging trends. Drawing on the worldwide resources of the Financial Times and with correspondents in every significant business centre of the world, Biotechnology Business News can be relied upon as the definitive business analysis for this burgeoning new industry.

Twice a month, news and significant trends, with supporting statistics, are detailed and interpreted. Biotechnology Business News offers objective, authoritative information on major issues including:

Agriculture ■ Biological research products ■ Bio-pharmaceuticals ■ Company news Energy ■ Environment ■ Health ■ Infrastructure ■ Research ■ Patents and licences Policy and politics ■ Products and marketing

For a free sample copy, contact:

Financial Times Newsletters,

P.O. Box 3651 London SW12 8PH

Telephone: 081 673 6666 Fax: 081 673 1335



FINANCIAL TIMES Newsletters

Rating Scale Notes Due January 1995

In accordance with the terms and conditions of the Notes, the interest rate payable per annum for the period 2001 October 1994 to 2001 January 1995 will be 6.25% per annum. The interest payable on 30th January 1995 against Coupon 12 will be £10.00 per £10,000 nominal.

Agent Bank

ROYAL BANK OF CANADA

Rating Scale Notes Due January 1995

In accordance with the terms and conditions of the Notes, the interest rate payable per annum for the period 2001 October 1994 to 2001 January 1995 will be 6.25% per annum. The interest payable on 30th January 1995 against Coupon 12 will be £10.00 per £10,000 nominal.

Agent Bank

ROYAL BANK OF CANADA

Rating Scale Notes Due January 1995

In accordance with the terms and conditions of the Notes, the interest rate payable per annum for the period 2001 October 1994 to 2001 January 1995 will be 6.25% per annum. The interest payable on 30th January 1995 against Coupon 12 will be £10.00 per £10,000 nominal.

Agent Bank

ROYAL BANK OF CANADA

Rating Scale Notes Due January 1995

In accordance with the terms and conditions of the Notes, the interest rate payable per annum for the period 2001 October 1994 to 2001 January 1995 will be 6.25% per annum. The interest payable on 30th January 1995 against Coupon 12 will be £10.00 per £10,000 nominal.

Agent Bank

ROYAL BANK OF CANADA

Rating Scale Notes Due January 1995

In accordance with the terms and conditions of the Notes, the interest rate payable per annum for the period 2001 October 1994 to 2001 January 1995 will be 6.25% per annum. The interest payable on 30th January 1995 against Coupon

## NEW YORK

**Wall Street looks beyond next rate rise**

With the next rate increase all but assured, Wall Street is beginning to calculate how much more the Federal Reserve will have to tighten credit conditions to bring growth down to a manageable pace.

On Friday, the Commerce Department announced that the economy had expanded at an annual rate of 3.4 per cent in the third quarter, much higher than the most recent estimates.

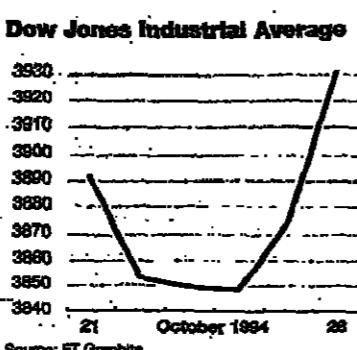
Over the past week, economists had lifted their forecasts to around 3.0 per cent in response to the recent series of robust indicators. While the reported figure represents a slowdown from the second quarter, when the economy accelerated at a 4.1 per cent rate, the Fed is not likely to be satisfied.

Thus, the data merely closed one chapter and opened another. "It's a foregone conclusion that the Fed is going to raise rates a half point at its next meeting on November 15. The real issue now is whether the Fed is going to raise rates again afterwards," says Mr Hugh Johnson, chief investment officer at First Albany in New York. "That makes for a very uneasy, restive kind of environment," he says.

But if there is a sense of uncertainty dominating the equity markets, it was surely not apparent immediately after the GDP announcement. The Dow Jones Industrial Average jumped more than 55 points to close the week at 3,330.

The positive movement was partly explained by the hammering blue chips had taken in five of the previous six sessions. The rebound came after a

## Frank McGuire



Source: FT Graphics

## LONDON

**Shares look vulnerable to change in tack**

Volatility has become more than a keyword for describing the mood on the UK stock market. Daily swings in share prices have reached proportions where they not only reflect underlying factors but also influence prospects for the market's performance over the final quarter of the year.

Last week, the FT-SE 100 Share Index moved through a range of around 80 points in terms of intraday highs and lows, before closing on Friday with a 54 point gain on the week. Since many market strategists would probably settle, at least privately, for a year-end Footsie anywhere above 3,200, moves of 80 points are not to be brushed aside just because they have not proved sustainable.

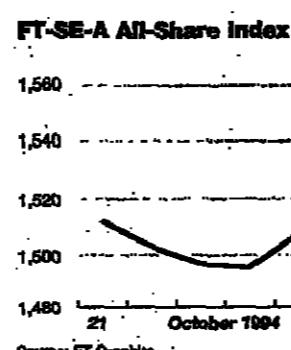
Volatility is related directly to the dismal volume of business in the UK equity market. Equity bargains are running at around 25,000 daily, comprising either with Christmas holiday sessions or, more ominously, with early July this year when the Footsie was hitting its 1984 low.

Daily bargains are only around two-thirds of the average for the past two years, so the rumours regularly sweeping the trading rooms that leading houses are poised for wide-ranging staff cuts or even withdrawals from market sectors are hardly surprising.

Low volume is hitting the market in two ways. Market-makers concentrate on keeping trading books on a tight rein and are unwilling to hold positions; and at the first sign of a change in sentiment, stock files round the market and prices move sharply.

This effectively leaves London dependent on the US and German bond markets.

## Terry Byland



Source: FT Graphics

Such volatility makes programme trading, once every market trader's dream, extremely hazardous. The securities house taking on a programme must effectively buy the portfolio on offer and then turn to the market to unwind its position. It takes the risk that at least some stocks may prove difficult to unload.

The past few months have seen a number of large houses, including at least one US investment bank, badly caught out and sustaining heavy losses when the market suddenly dropped before a programme could be unwound.

Misfortunes for market-makers and securities houses are not necessarily negative for the market or for share prices, except in an immediate sense.

Kleinwort Benson points out this week that institutional activity is high and that this leaves share prices highly vulnerable to any turn to the bullish tack.

Unfortunately, as some observers admit, events in the US have revived the prospect that UK base rates may have to go up before the end of the year, rather than in the new year when such a development would apparently be acceptable in the market.

This effectively leaves London dependent on the US and German bond markets.

## International issues

**Report on BT reveals the secret of global success**

It's not often that the tactical decisions made during a tricky global share offering are made public. So a report from the National Audit Office offering a bird's eye view of what made the UK Treasury's sale last summer of its third and final stake in British Telecommunications a "success" is required reading indeed.

Between the date the sale was announced in November 1992 and the date the shares were priced in July 1993, existing BT shares held their market value relative to the FT-SE index. The shares were sold at no discount to the market price, earning the Treasury almost exactly the £3.8bn it had hoped to make.

UBS reckons that all of the Dutch majors, including DSM and Akzo, could produce positive surprises this week, and says that Phillips looks undervalued on discounts of more than 25 per cent for 1995 and 1996.

UBS reckons that all of the Dutch majors, including DSM and Akzo, could produce positive surprises this week, and says that Phillips looks undervalued on discounts of more than 25 per cent for 1995 and 1996.

UBS reckons that all of the Dutch majors, including DSM and Akzo, could produce positive surprises this week, and says that Phillips looks undervalued on discounts of more than 25 per cent for 1995 and 1996.

UBS reckons that all of the Dutch majors, including DSM and Akzo, could produce positive surprises this week, and says that Phillips looks undervalued on discounts of more than 25 per cent for 1995 and 1996.

It was this point which made the UK government's BT3 sale so controversial and almost from the start, S.G. Warburg, global co-ordinator for the deal, was embroiled in controversy.

In the weeks leading up to the sale of 1.1bn shares in BT in July 1993, there were charges and counter-charges of attempts to manipulate the BT share price, both by institutional investors and Warburg.

In that environment, the fact that the sale raised £3.79bn for the Treasury while most institutional investors surveyed viewed the sale as a success, is an achievement.

The NAO report, issued last week, lists three key factors contributing to this success.

First, the Treasury and its advisers, Warburg, kept the markets in the dark about exactly how many shares were going to be offered to international investors. They were told the amount they could buy would depend on the level of domestic demand.

Second, the sales and comission structure was such that the firm which worked the hardest to sell the shares could receive the commission, even if ultimately the bid to buy shares was booked through another firm. The NAO study shows that while 57 per cent of allocations to institutions were booked through Warburg, it only earned 35 per cent of the sales commission.

Third, the Treasury and Warburg went to great lengths to ensure that those who had sold BT shares before the offering would be denied the opportunity to buy new ones.

It was this final effort which caused such friction between UK institutional investors and Warburg. The NAO report contains the startling admission that the Treasury went so far as to discuss asking the financial regulators to give it information about who was selling BT shares so it could deny them allocations from its own lawyers that this was clearly illegal, the Treasury considered other methods.

In the end, the Treasury and Warburg had to content themselves with an undertaking by the Stock Exchange to monitor large transactions in BT shares in the run-up to pricing. The rancorous among institutional investors showed, although the report suggests this may have actually deterred some sales.

**Norma Cohen**

## OTHER MARKETS

## CHEMICALS

Following ICI's third-quarter figures, which drew a dull response from the London stock market last Thursday, three continental chemical majors produce their progress reports this week.

DSM, which built its business on the ruins of the Dutch coal mining industry, is like ICI in that it is highly involved in the commodity chemical part of the business and will benefit most from a strong recovery in prices for a number of petrochemical and plastics products since August, says Hoare Govett.

The broker expects DSM's sales to rise to Fl 2.3bn from

Fl 1.9bn, compared with the third quarter of 1993, and pre-tax profits to come out at Fl 138m against a corresponding loss of Fl 75m. It says that prospects for the last quarter are even better, as in this period the third-quarter price increases will be reflected fully in the results.

Goldman Sachs, too, has produced a sector preview in which it says that Akzo Nobel, which combined its Dutch and Swedish components last year, should bring net third-quarter earnings of around Fl 330m into its figures on Wednesday, up from Fl 247m the year before, the rate of increase easing from 48 per cent in the second quarter to over 50 per cent in the third. Goldman

says that its apparently poor earnings performance in the

first half of 1994 reflected erratic non-operating items, and that at operating level, and excluding exceptional items, Rhône-Poulenc's experience should have been in line with its peers.

## AMSTERDAM

The Dutch market also hosts quarterly figures, both on Thursday, from KLM and Philips. In August, KLM posted a strong increase in net profit in the first quarter of 1994/95, reflecting good demand for air travel sparked by general economic recovery as well as the company's cost-cutting efforts. In the same month, Philips more than trebled its profits in the second quarter of

1994, beating even the most optimistic of analysts' forecasts for the electronics group.

UBS reckons that all of the Dutch majors, including DSM and Akzo, could produce positive surprises this week, and says that Phillips looks undervalued on discounts of more than 25 per cent for 1995 and 1996.

## ZURICH

Depressed by the under-performance of UBS shares during its board's power struggle with Mr Martin Ebner's BK Vision, the bourse has the opportunity to look elsewhere in the financial sector this Thursday.

Winterthur, the insurance group, is due to produce half-year figures and report on prospects for the rest of 1994.

## TOKYO

With the Japan Tobacco listing and oversupply worries out of the way, investors will focus on corporate results and currency movements this week, writes Emilio Terazono.

Interim results so far have proved better than expected for many export-oriented companies, due to demand from the US and Asia.

However, profit announcements have failed to move share prices. Life insurers, the leading institutional investors, are still

cautious, interest among overseas investors is waning and many analysts believe that public funds remain the only source of buying. While underlying support of the Nikkei around 19,000 is firm, share prices are unlikely to see aggressive buying this week.

## HONG KONG

The long-awaited Sino-British agreement on Hong Kong's new airport is expected to come through early this week, with potential to stir the market, writes Louise Lucas.

Airport-related stocks ticked up last week but many analysts reckon the agreement has already been discounted in

share prices, and that the actual signing will do little to overturn jaded sentiment.

A sprinkling of corporate results, beginning with the half-year figures from Hongkong Telecom on Tuesday, could spark a wave of selective buying. The telecoms stock has seen its price surge already on the back of the HK\$2bn investment in China announced earlier this month.

Fears of interest rate rises continue to spook the market and keep investors sidelined. While a 0.5 per cent rise in the US next month has largely been factored in, fears remain of a further increase before the year-end.

Compiled by William Cochrane

**Every business decision should be well considered.**



So take a short cut.

It goes without saying that in business much depends on having the right information available to you when you make decisions.

Information on your market sector, for example. On your competitors. Or on national and international economic trends and forecasts. Or on personalities and companies around the world.

For almost 25 years the Financial Times Business Research Centre has provided exactly that. With total confidentiality.

At the Business Research Centre, we can access a vast information resource - including published material, the FT's own library, thousands of on-line databases and a wealth of personal contacts established over the years.

So no matter how obscure the subject of your search or how in-depth your requirement, we can answer almost any business enquiry quickly and cost-effectively.

Whether you're based in the UK, in Europe or overseas, our specialist team of twenty full-time researchers is on hand to seek out precise information at speed.

Delivering what you need by phone, fax, telex, mail or courier, as you prefer.

For full details of this service, available by subscription or credit card, call Christopher Holmes on 0171 873 4102 today or attach your business card to the coupon below.

It could give you that sharper edge you're looking for.

Please send me full details of the services provided by the Financial Times Business Research Centre.

Name \_\_\_\_\_

Position \_\_\_\_\_

Organisation \_\_\_\_\_

Address \_\_\_\_\_

Post Code \_\_\_\_\_ Tel No. \_\_\_\_\_

Type of Business \_\_\_\_\_

FT 1-1084

## FINANCIAL TIMES BUSINESS RESEARCH CENTRE

Number One, Southwark Bridge, London SE1 9HL  
Tel. No. 0171 873 4102 Fax No. 0171 873 3069

## Union Bank of Norway

U.S. \$27,000,000

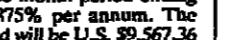
Subordinated Floating Rate Notes due 2002

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the three month period ending 31 January, 1995 has been fixed at 7.4875% per annum. The interest accruing for such three month period will be U.S. \$9,567.36 per U.S.\$300,000 Note against presentation of Coupon Number 10.

Union Bank of Switzerland

London Branch Agent Bank

27th October, 1994



Union Bank of Switzerland

London Branch Agent Bank

27th October, 1994

DO YOU WANT TO KNOW A SECRET?  
The L.S.B. Gann Seminar will show you how the markets REALLY work. The amazing trading techniques of the legendary W.D. Gann can increase your profits and contain your losses. How? That's the secret. Ring 0171 474 0080 to book your FREE place.

## The Property Finance Sourcebook 1994

Avoid expensive fees - go straight to the source. With this book you are the expert. The ultimate Property Finance Directory, indispensable for anyone interested in UK property. Call 071 495 1720.

**Market-Eye**  
Professional financial information direct to your PC for a low fixed cost.  
**FREPHONE 0800 321 321**

**OptionTrader**  
Options Software by INDEXIA  
Tel: (0442) 978015 • Fax: (0442) 978334

Page 071 358 1001

Page 071 358 1002

Page 071 358 1003

Page 071 358 1004

Page 071 358 1005



## CURRENCIES AND MONEY

## POUND SPOT FORWARD AGAINST THE POUND

Oct 28	Closing mid-point	Change on day	Bid/offer	Day's Mid	Day's Low	One month	Three months	One year	Bank of Eng. Index
				Rate	%PA	Rate	%PA	Rate	%PA
Europe									
Austria	(EUR)	17.0787	-0.0073 201	400	17.0776	17.1965	17.2232	17.2213	84
Belgium	(BEL)	-0.0062 455	+0.414	50.4990	50.5005	50.5005	50.5005	50.5005	1.1
Denmark	(DKK)	-0.0018 775	-0.8998	9.5209	9.5273	0.6	0.5001 -0.4	0.5229	1.1
Finland	(FIN)	7.7476	-0.0052 642	850	7.4950	7.5000	7.5000	7.5000	88.1
France	(FRA)	8.3893	-0.0033 831	518	8.4038	8.3884	8.3888	8.3875	0.3
Germany	(DEM)	2.4055	-0.0014 491	510	2.4070	2.4043	2.4043	2.4043	0.8
Greece	(GRE)	3.7474	-0.0015 107	500	3.7500	3.7500	3.7500	3.7500	110.6
Ireland	(IRE)	1.0738	-0.0013 151	145	1.0785	1.0707	1.0707	1.0707	1.057
Italy	(ITL)	1.1258	-0.0005 455	785	1.1258	1.1258	1.1258	1.1258	1.1172
Luxembourg	(LUX)	50.5285	-0.0005 455	414	50.4900	50.2500	50.2500	50.2500	50.11
Netherlands	(NED)	2.7454	-0.0023 475	476	2.7614	2.7413	2.7441	2.7402	0.8
Norway	(NOR)	10.0015 440	-0.0005 440	500	10.0777	10.0500	10.0484	10.0517	-1.1
Portugal	(POR)	1.0244	-0.0005 440	500	1.0244	1.0244	1.0244	1.0244	0.988
Spain	(ESP)	20.3377	-0.0007 849	104	20.4213	20.4248	20.4232	20.4232	-1.0
Sweden	(SWE)	11.6689	-0.0047 545	621	11.7071	11.6593	11.6995	11.7298	-2.2
Switzerland	(SUI)	2.0463	-0.0027 445	474	2.0534	2.0401	2.0428	2.0428	1.2
UK	(GBR)	1.2951	-0.0005 440	500	1.2979	1.2903	1.2985	1.2985	1.257
USA	(USA)	-0.071989	-0.0005 440	500	1.2979	1.2903	1.2985	1.2985	1.257
Americas									
Argentina	(ARG)	1.6226	-0.0118 230	242	1.6378	1.6226	1.6226	1.6226	-
Brazil	(BRA)	1.0191	-0.0101 774	775	1.0370	1.0215	1.0215	1.0215	-
Canada	(CAN)	1.3015	-0.0005 440	500	1.3015	1.3015	1.3015	1.3015	-
Mexico	(MEX)	5.5738	-0.0022 555	522	5.6128	5.5545	5.5545	5.5545	56.3
USA	(USA)	1.0235	-0.0142 545	500	1.0333	1.0229	1.0229	1.0229	0.7
Pacific/Middle East/Africa									
Australia	(AUS)	2.0102	-0.0105 888	889	2.0032	2.0102	2.0102	2.0102	-0.2
Hong Kong	(HKG)	1.0200	-0.0050 440	500	1.0200	1.0200	1.0200	1.0200	-
India	(IND)	50.0292	-0.0085 495	495	51.4020	50.5070	50.5000	50.5000	-1.2
Japan	(JPN)	150.9204	-0.0591 518	518	150.6500	157.9000	157.5904	158.1500	-3.8
Malaysia	(MAS)	4.1446	-0.0038 425	427	4.1785	4.1416	4.1785	4.1785	4.121
New Zealand	(NZL)	2.0279	-0.0076 250	250	2.0254	2.0279	2.0254	2.0254	-0.2
Philippines	(PHL)	1.0200	-0.0051 440	500	1.0200	1.0200	1.0200	1.0200	-
Saudi Arabia	(SAU)	6.0002	-0.0051 440	500	6.1635	6.0257	6.0257	6.0257	-
Singapore	(SIN)	2.0889	-0.0045 805	805	2.0729	2.0889	2.0889	2.0889	-
S Africa (Com.)	(ZAF)	5.8289	-0.0047 505	505	5.7269	5.6789	5.6789	5.6789	-
South Korea	(SKO)	10.0004	-0.0025 440	440	10.0004	10.0004	10.0004	10.0004	-
Taiwan	(TWN)	42.2788	-0.0051 440	440	42.6597	42.2611	42.6597	42.6597	-
Thailand	(THA)	40.4445	-0.0124 208	208	40.7670	40.4200	40.7670	40.7670	-
1994 rates for Oct 27. Bid/offer spreads in the Pound Spot table show only the last three decimal places. Forward rates are not directly quoted to the market but are implied by current interest rates. Starting point is the rate of England. These averages 1985-1993. Offer and mid-rates in both the and the Dollar Spot table derived from the FT/MATTHEWS CLOSING SPOT RATES. Some values are rounded by the FT.									

## DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Oct 28	Closing mid-point	Change on day	Bid/offer	Day's Mid	Day's Low	One month	Three months	One year	J.P. Morgan
				Rate	%PA	Rate	%PA	Rate	Index
Europe									
Belgium	(BEL)	10.0675	-0.0037 150	200	10.0200	10.0570	10.0175	10.0173	10.015
Denmark	(DKK)	31.0200	-0.0037 150	200	31.0200	31.0200	31.0200	31.0200	31.0200
Finland	(FIN)	5.9201	-0.0021 011	031	5.9240	5.9207	5.9202	5.9201	5.9205
France	(FRA)	4.8040	-0.0059 050	050	4.8080	4.5543	4.8002	4.8001	4.805
Germany	(DEM)	5.1094	-0.0045 050	050	5.1097	5.1085	5.1084	5.1083	5.1085
Greece	(GRE)	1.5094	-0.0122 004	004	1.5125	1.4925	1.5055	1.5078	1.5074
Ireland	(IRE)	1.0200	-0.0015 012	012	1.0200	1.0200	1.0200	1.0200	1.0200
Italy	(ITL)	15.0420	-0.0155 205	205	15.0420	15.0420	15.0420	15.0420	15.0420
Luxembourg	(LUX)	31.0400	-0.0155 205	205	31.0400	31.0400	31.0400	31.0400	31.0400
Netherlands	(NED)	1.6910	-0.0128 005	005	1.6938	1.6911	1.6911	1.6911	1.6911
Norway	(NOR)	8.6592	-0.0057 005	005	8.6592	8.6485	8.6594	8.6592	8.6592
Portugal	(POR)	1.0200	-0.0005 005	005	1.0200	1.0200	1.0200	1.0200	1.0200
Spain	(ESP)	20.3377	-0.0007 005	005	20.4213	20.4248	20.4232	20.4232	20.4232
Sweden	(SWE)	11.6689	-0.0047 005	005	11.7071	11.6593	11.6995	11.7298	11.7298
Switzerland	(SUI)	2.0463	-0.0027 005	005	2.0534	2.0401	2.0428	2.0428	2.0428
UK	(GBR)	1.2951	-0.0005 005	005	1.2979	1.2903	1.2985	1.2985	1.2985
USA	(USA)	-0.071989	-0.0005 005	005	1.2979	1.2903	1.2985	1.2985	1.2985
Americas									
Argentina	(ARG)	1.6226	-0.0118 230	242	1.6378	1.6226	1.6226	1.6226	-
Brazil	(BRA)	1.0191	-0.0101 774	775	1.0370	1.0215	1.0215	1.0215	-
Canada	(CAN)	1.3015	-0.0005 440	500	1.3015	1.3015	1.3015	1.3015	-
Mexico	(MEX)	5.5738	-0.0022 555	522	5.6128	5.5545	5.5545	5.5545	56.3
USA	(USA)	1.0235	-0.0142 545	500					

## FT MANAGED FUNDS SERVICE

• FT Cityline Unit Trust Prices: dial 0801 430010 and key in a 5 digit code listed below. Calls are charged at 36p/minute cheap rate and 49p/minute at all other times. International access available by subscription only. For more details call the FT Cityline Help Desk on (+44 71) 673 4376.

## OFFSHORE AND OVERSEAS

## BERMUDA (SIB RECOGNISED)

	Mon	Tue	Wed	Thu	Friday	Saturday	Sunday	Mon	Tue	Wednesday	Thursday	Friday	Saturday	Sunday	Mon	Tue	Wednesday	Thursday	Friday	Saturday	Sunday	Mon	Tue	Wednesday	Thursday	Friday	Saturday	Sunday
Relity Money Funds																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												
Perf Advisors Ltd																												

**FT MANAGED FUNDS SERVICE**

• FT Cityline Unit Trust Prices: dial 0891 430010 and key in a 5 digit code listed below. Calls are charged at 39p/minute cheap rate and 49p/minute at all other times. International access available by subscription only. For more details call the FT Cityline Help Desk on (+44 71) 873 437

---

## **OFFSHORE INSURANCES**

If you like  
money  
you'll love  
The Banker

The Banker, published by The Financial Times is the most authoritative international magazine for the senior bankers and finance professionals worldwide.

Do they know something you

**For subscription details contact  
the marketing department**  
**Tel no: +44(0)171 405 6969**  
**Fax no: +44(0)171 242 2439**

SEIF D. ALVAREZ

# THE BANKER



LONDON SHARE SERVICE

BANKS

CHEMICALS

## **ELECTRONIC & ELECTRICAL EOPT - Cont.**

EXTRACTIVE INDUSTRIES

**HEALTH CARE - Cont.**

#### **INVESTMENT TRUSTS - C**



**NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

4 pm close October 28

Global  
Player

The companies  
of the VIAG  
Group: Success-  
ful in over 70  
countries in the  
worldwide market

VIAG  
Aktiengesellschaft

**WAG Althengesellschaft**  
Rymannstraße 37  
D-80333 München  
Telefon (089) 32 61 10 00

Re: C.R. 10-00112-00045-G



## FT GUIDE TO THE WEEK

31

MONDAY

**Coal Authority takes over**

The newly formed Coal Authority takes over ownership of the UK's coal reserves and licensing functions from British Coal, which is being privatised. The Mansfield-based authority's chairman is Sir David White, chairman of Mansfield Brewery, and its chief executive is Neville Washington, a former army colonel.

**Sino-South Korean relations:** Chinese premier Li Peng begins a five-day visit to South Korea, where he will discuss Beijing's role in promoting improved relations between North and South Korea. China is North Korea's closest ally, but has also become a leading trading partner with South Korea. Li's visit follows two trips by South Korean president Kim Young-sam to China.

**EU expansion:** European Union foreign ministers meet their counterparts from Poland, the Czech Republic, Hungary, Slovakia, Bulgaria and Romania in Luxembourg. The leaders will discuss setting up a dialogue to help strengthen their relationship, ahead of eventual expansion of the EU. They will also discuss the situation in Bosnia.

**Women on top:** The Women of the Year lunch takes place at London's Savoy Hotel. About 500 women who have achieved outstanding success in their chosen fields will attend. Special guests are the author of *Wild Swans*, Jung Chang, and Diane Abbot MP.

**Greens take Suharto:** Environmental groups take Indonesia's president Suharto to court today, alleging that he diverted \$185m (£117m) from a reforestation project fund to help develop the state-run aircraft industry.

**Ship safety:** Norwegian proposals for ro-ro ship safety will be put before a meeting of Nordic ship safety directors following the sinking of the Estonia last month, in which 900 people died. Norway is responsible for looking at the stability of existing ships, while Sweden, Finland and Denmark are examining ferry evacuation, the design and operation of bow doors and lifesaving equipment. Norway has said it may take unilateral action over standards for Norwegian ro-ro ships, and foreign ro-ro vessels trading to that country, if there is no international agreement.

**Taxing time:** Today is the deadline for filing annual tax returns in the UK. All taxpayers whose pay is not fully covered by PAYE, who pay tax at the higher rate or who have received a tax form from the Inland Revenue risk being charged interest on any outstanding amounts.

31

1

TUESDAY

**New rules on unit trusts**

The UK's £100bn unit trust industry makes further progress towards deregulation with the coming into force of new rules liberalising charges and the range of markets in which the trusts can invest. A further change means newspapers no longer have to publish the "cancellation" price - the lowest price at which units can be bought back by the unit trust company.

**UK economy:** The underlying rate of inflation may last month have reached its lowest level since records began in 1987, but other indicators such as the producer prices index, the third-quarter GDP report and the latest CBI survey, suggest inflationary pressures lie ahead. November's quarterly bulletin and inflation report from the Bank of England, out today, will give a view on future prospects.

**Casablanca summit:** On its last day, delegates at the Middle East/North Africa Economic Summit in Casablanca are expected to approve a declaration establishing a regional financial organisation and laying the foundations for greater co-operation between development assistance and investment guaranteed organisations. The summit may see the setting up of a Middle East/North Africa economic community.

The gathering aims to provide economic foundations for a peaceful Middle East after Israel's peace agreement with the Palestine Liberation Organisation and Jordan.

**Havel in Hungary:** Czech president Vaclav Havel visits Budapest at the invitation of his Hungarian counterpart, Arpad Goncz. Although Havel has visited the country several times and is on good terms with Goncz, it is his first official visit as leader.

**Dairy industry:** The UK's Milk Marketing Board is replaced by the Milk Marque, a voluntary farmers' co-operative. The UK's 30,000 dairy farmers will be able to sell their milk to whoever they like. Previously the MMB was obliged to buy all of it. Industry analysts claim milk prices are set to rise as a result.

**Duty call:** Air passenger duty, set out in the UK Budget last November, comes into effect. It will add £5 to the cost of domestic and European flights and £10 to those elsewhere.

**Dennis Potter:** A memorial service will be held for British novelist and playwright Dennis Potter at 11am in St James's Church, Piccadilly, London. Potter, the creator of television dramas such as *The Singing Detective* and *Lipstick On Your Collar*, died in June.

**Turkish prime minister Tansu Ciller:** Visits Israel at the start of a Middle East trip that will include Gaza and Egypt, with the aim of furthering bilateral ties. She is the first prime minister of Moslem Turkey to visit Israel.

**William Holman Hunt's "The Shadow of Death":** One of the best-known Victorian images, shows Christ in his father's workshop stretching at the end of his day's labour to give thanks to God. The setting sun casts a silhouette, which the Virgin Mary sees as a premonition of the Crucifixion.

**Sotheby's in London offers the quarter-size replica of the full-height original, which Hunt made for use by engravers. It is expected to fetch £900,000.**

**FT Surveys:** Greater Atlanta and Australia.

**Holidays:** All Saints Day (some European institutions closed).

1

2

WEDNESDAY

**Iliecu seeks UK support**

Romanian president Ion Iliecu starts a three-day visit to the UK, during which he will meet prime minister John Major, trade and industry secretary Michael Heseltine and foreign secretary Douglas Hurd. He hopes to boost economic ties between the two countries. Major is also expected to raise the case of Adrian and Bernadette Momoy, jailed for 28 months each earlier this month for attempting to smuggle a baby out of Romania.

**Inflationary pressure:** Chancellor Kenneth Clarke and the governor of the Bank of England, Eddie George, meet to discuss monetary policy. Markets are ambivalent about the likely timing of future interest rate rises. When the chancellor raised rates in September, he did not announce the decision until the Monday after that month's meeting.

**Swedish finances:** Göran Persson, finance minister of the newly elected Social Democratic government, presents tough plans to cut the country's budget deficit, which is running at 13 per cent of GDP. Citing the need to stabilise Sweden's debt by 1998, he is expected to go beyond the SKr61bn (£5.3bn) of planned savings and tax increases his party outlined before its September election victory.

**Nuclear trafficking:**

A meeting at the International Atomic Energy Agency in Vienna will discuss strategies to combat illegal trafficking of nuclear materials from the former Soviet Union. After the discovery of several cases of plutonium smuggling to Germany earlier this year, the agency has made the issue a priority.

**OECD in Bucharest:** The Organisation for Economic Co-operation and Development advisory group on investment holds its fourth plenary meeting in Bucharest.

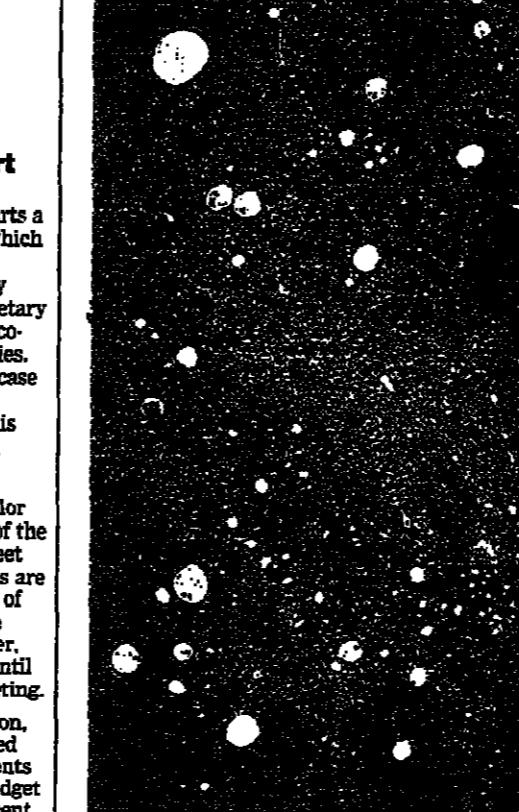
**Turkish prime minister Tansu Ciller:** Visits Israel at the start of a Middle East trip that will include Gaza and Egypt, with the aim of furthering bilateral ties. She is the first prime minister of Moslem Turkey to visit Israel.

**William Holman Hunt's "The Shadow of Death":** One of the best-known Victorian images, shows Christ in his father's workshop stretching at the end of his day's labour to give thanks to God. The setting sun casts a silhouette, which the Virgin Mary sees as a premonition of the Crucifixion.

**Sotheby's in London offers the quarter-size replica of the full-height original, which Hunt made for use by engravers. It is expected to fetch £900,000.**

**FT Surveys:** Turkish Finance and Industry, and UK Consumer Credit and Asset Finance.

**Holidays:** Japan (Culture Day).



Trick or treat?

3

THURSDAY

**Swan song on the Tyne**

A meeting at the International Atomic Energy Agency in Vienna will discuss strategies to combat illegal trafficking of nuclear materials from the former Soviet Union. After the discovery of several cases of plutonium smuggling to Germany earlier this year, the agency has made the issue a priority.

**Embattled Russian prime minister Victor Chernomyrdin:** arrives in Warsaw for a two-day visit to sign an agreement that will cancel mutual debts and open the way for a 600km natural gas pipeline across Poland to Germany. The pipeline is part of a longer 3,000km project designed to bring 63bn cu m a year from the Jamal peninsula in Russia to western Europe.

**Cinema scope:** The 17-day London Film Festival opens. More than 200 films from around the world will be shown, and the event includes premiers of Kenneth Branagh's *Frankenstein* starring Robert de Niro and Dennis Potter's last film, *Midnight Movie*.

**Plane facts:** What is thought to be the world's first auction of commercial aircraft takes place in Las Vegas. More than 40 civilian aircraft go under the hammer at Bally's Casino.

**FT Surveys:** Turkish Finance and Industry, and UK Consumer Credit and Asset Finance.

**Holidays:** Japan (Culture Day).

4

FRIDAY

**South African delegation**

South African foreign minister Alfred Nzo visits France. He will attend the Franco-African summit in Biarritz as part of a delegation led by deputy president Thabo Mbeki.

**Light fantastic:** Deepavali, or Diwali, the Hindu festival of light, is celebrated by the Hindu community worldwide. The highlight of the event is the lighting of thousands of lamps in homes to welcome the goddesses of wealth and learning.

**Old masters:** More than 450 cars will take part in the 98th London to Brighton Veteran Car Rally on Saturday. Only about 300 are expected to finish; with a top speed of 8mph, it is feared some vehicles will be unable to beat the 4pm deadline.

**Business leaders meet:** The Confederation of British Industry's annual conference begins on Sunday in Birmingham.

**Motor racing:** The Japanese Grand Prix takes place on Sunday at Suzuka.

**Visiting Down Under:** Qiao Shi, chairman of China's National People's Congress, visits Sydney on Sunday.

**Ask the people:** Albania holds a referendum on a new constitution on Sunday.

**Asian politics:** Tajikstan holds presidential elections and a referendum on a new constitution.

5-6

WEEKEND

**Canada team in China**

Jean Chretien, Canada's prime minister, leads a delegation of nearly 400 business leaders, politicians and officials to Beijing on Sunday. Canadian exports to China, totalling C\$1.7bn (£770m) in 1993, have stagnated in recent years. But imports have risen rapidly, reaching C\$3.1bn last year.

**Old masters:** More than 450 cars will take part in the 98th London to Brighton Veteran Car Rally on Saturday. Only about 300 are expected to finish; with a top speed of 8mph, it is feared some vehicles will be unable to beat the 4pm deadline.

**Business leaders meet:** The Confederation of British Industry's annual conference begins on Sunday in Birmingham.

**Motor racing:** The Japanese Grand Prix takes place on Sunday at Suzuka.

**Visiting Down Under:** Qiao Shi, chairman of China's National People's Congress, visits Sydney on Sunday.

**Ask the people:** Albania holds a referendum on a new constitution on Sunday.

**Asian politics:** Tajikstan holds presidential elections and a referendum on a new constitution.

Compiled by Carol Major and Shirley Wood.  
Fax: (+44) (0)171 573 3194.

**Leave London  
before lunch and  
arrive in Sydney  
for supper.\***



Fly out of London before midday and our new morning flights out of Singapore will have you in Sydney the next evening. That's one less night in the air and one more evening on the town. Call your travel agent or Singapore Airlines for details.

**SINGAPORE AIRLINES**

\*Subject to availability. Please call for details.

For information on flight times and bookings, call 0800 022 1000 or 0800 022 1001.

Or write to: Singapore Airlines, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

For more information on Singapore, call 0800 022 1000 or 0800 022 1001.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181 580 3000.

Or write to: Singapore Tourist Promotion Board, 100 New Bond Street, London W1A 2AA, or fax to 0181